

# FINANCIAL TIMES

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**FT Weekend tomorrow**  
Saatchi blunders: his new  
self-made art movement  
is an embarrassment

**Gerhard Schröder**  
It all comes down  
to the economy  
Page 2

**European TV shows**  
Producing entertainment  
that crosses borders  
Page 20

**Metals prices**  
Set to fall  
again this year  
Page 24

## WORLD NEWS

**Commission intact  
but wounded after  
MEPs' censure vote**

The European Commission emerged wounded but intact yesterday from its clash with the European Parliament over allegations of fraud and mismanagement, after suffering a substantial protest vote. Europe, Page 2; Censure motion, Page 10; Editorial Comment and Observer, Page 11

**US economy still strong**  
Americans continued their three-year spending spree at the end of 1998 as the US economy completed another year of consumer-driven growth. Page 7; How immune is Wall Street? Page 11

**US rejects French line on Iraq**  
Washington rejected the suggestion that Iraq's principal arsenals were already eliminated – the apparent assumption in French proposals for lifting the oil embargo. International, Page 4

**Brazil decision hampers Malaysia**  
Malaysia's resolve to keep selective capital controls has been stiffened by Brazil's decision to devalue its currency, said second finance minister Mustapa Mohamed. Asia-Pacific, Page 6

**Obuchi reshuffles his cabinet**  
Japan's prime minister Keizo Obuchi finally reshuffled his cabinet, setting the stage for passage of the 1999 budget and public debate on sensitive defence issues. Asia-Pacific, Page 6

**Gulf soldiers prone to symptoms**  
British veterans of the 1991 Gulf war are more likely than other UK military personnel to report fatigue, headaches, memory problems and joint pains, says a study. Britain, Page 8

**Schröder unveils nuclear deal**  
German chancellor Gerhard Schröder acknowledged problems within his coalition but seemed to be over the worst of them as he unveiled a deal on nuclear policy. Europe, Page 2

**Helsinki opposes EU tax proposals**  
Finland, which takes over the European Union presidency in June, said it opposed extending qualified majority voting to income and corporation taxes. Europe, Page 3

**Arab leaders target Saddam**  
Arab leaders plan to isolate Iraq's government while easing the plight of its population as part of a strategy aimed at bringing down President Saddam Hussein. International, Page 4

**OECD's advice to Greece**  
Greece could increase its gross domestic product 10 per cent by restructuring the public sector, the OECD said. Europe, Page 3

**Strike hits Air France**  
Air France was forced to cancel many domestic flights after a surprise strike by some of the carrier's maintenance workers.

**Australian unemployment rate falls**  
Australia's unemployment rate last month dropped to the lowest level in more than eight years. Asia-Pacific, Page 6

**Japan town fails to switch loans**  
Some Japanese local authorities are set to force through a restructuring of long-term loans. Asia-Pacific, Page 6

## BUSINESS NEWS

**Thyssen is hit by  
falling steel prices  
and weak demand**

Thyssen, the German industrial group, damped investors' expectations for its forthcoming merger with Krupp as it reported a drop in first-quarter sales and orders because of falling steel prices and weakening demand. Companies and Markets, Page 13

**Scania, the Swedish heavy truck manufacturer, warned that market conditions in Latin America were likely to deteriorate. Companies and Markets, Page 13; Lex, Page 12; Mixed signals fail to divert Scania, Page 16**

**Telsource, the Dutch-Swiss consortium, vetoed the state's nomination for chairman of SPT, the country's telecommunications monopoly. European companies, Page 16**

**Vodafone, the UK-based wireless carrier, may improve its \$5bn offer for AirTouch, the US cellular operator, and structure the deal as an acquisition rather than a merger. Companies and Markets, Page 13; Lex, Page 12; Rich pickings, Page 14**

**Dassault has won an order for 28 Rafale fighters, the new generation combat aircraft, from the French government after long negotiations. Europe, Page 3**

**Eastman Kodak vowed to intensify cost-cutting efforts as disappointment over the US photographic group's latest quarterly earnings wiped 10 per cent from its share price. Lex, Page 12**

**Two of China's leading internet companies plan to list on overseas stock markets. Companies and Markets, Page 13**

**Unilever, the US computer and services group, reported its first full year of profitability since 1993. US companies, Page 14**

**Nissan Motor, Japan's second largest carmaker, publicly recognised for the first time tangible benefits from an equity link with DaimlerChrysler. Asia-Pacific companies, Page 18**

**The US stepped up the dispute over trade in bananas with plans to seek World Trade Organisation authority to impose retaliatory sanctions on EU exports. Trade, Page 4**

**Total Fina, the oil and chemicals group being formed through the takeover of Belgium's PetroFina by Total of France, plans to dispose of FF5.5bn-FF11.0bn (€762m-€1.52bn, \$892m-\$17.8bn) of assets over two years. European companies, Page 16**

**Matra, the diversified French industrial group, warned full-year profits would fall short of market expectations. European companies, Page 16**

**Mark's and Spencer, Britain's biggest clothing retailer, announced a surprise profits warning and a severe drop in sales. UK companies, Page 19; Lex, Page 12**

**Euro-Prices**  
A comprehensive statistical guide to the euro currency zone, covering foreign exchange, bond and equity markets. Page 21

## WORLD MARKETS

STOCK MARKET INDICES		GOLD	
New York Composite	2211.38	(\$18.18)	(\$18.18)
Dow Jones Ind Av	2311.08	(-5.72)	(-5.72)
NASDAQ Composite	2307.08	(-38.34)	(-38.34)
Europe and Far East	2307.08	(-19.05)	(-19.05)
DAX	4012.75	(-29.59)	(-29.59)
FTSE 100	5820.2	(-1.15)	(-1.15)
FTSE Eurox 300	1170.81	(+1.15)	(+1.15)
Nikkei	13,738.95	(-333.20)	(-333.20)
US Lunchtime RATES			
10-year US Treasury	4.75%	(5.1%)	(5.1%)
5-year Trade Bills Yld	4.42%	(37.48)	(37.48)
Long Bond	10.23%	(2.6%)	(2.6%)
Treasury	5.09%	(10.19)	(10.19)
OTHER RATES			
UK 3-mo Interbank	5.4%	(5.1%)	(5.1%)
UK 12-mo Interbank	137.48	(137.48)	(137.48)
BBVA Eurobor	3.2%	(2.6%)	(2.6%)
Germany 10 yr Bund	108.10	(10.83)	(10.83)
Japan 10 yr JGB	101.09	(10.78)	(10.78)
NORTH SEA OIL (Argus)	\$10.95	(10.80)	(10.80)
Brent Crude			

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Euro-zone target plus 2.2%.		Prices in local currency as shown:	
Belgium	BF120 (E2.29)	1,800 (E2.07)	1,826 (E2.07)
Denmark	DK120 (E2.29)	1,715 (E2.07)	1,715 (E2.07)
ES	ES120 (E2.29)	1,705 (E2.07)	1,705 (E2.07)
Finland	FI120 (E2.29)	1,685 (E2.07)	1,685 (E2.07)
France	FR120 (E2.29)	1,675 (E2.07)	1,675 (E2.07)
Greece	GR120 (E2.29)	1,665 (E2.07)	1,665 (E2.07)
Ireland	IE120 (E2.29)	1,655 (E2.07)	1,655 (E2.07)
Italy	IT120 (E2.29)	1,645 (E2.07)	1,645 (E2.07)
Portugal	PT120 (E2.29)	1,635 (E2.07)	1,635 (E2.07)
Spain	ES120 (E2.29)	1,625 (E2.07)	1,625 (E2.07)
Slovenia	SL120 (E2.29)	1,615 (E2.07)	1,615 (E2.07)
Sweden	SE120 (E2.29)	1,605 (E2.07)	1,605 (E2.07)
UK	GB120 (E2.29)	1,595 (E2.07)	1,595 (E2.07)

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RESCUE PACKAGE IN DOUBT • SCEPTICISM OVER BUDGETARY TARGET • NERVOUSNESS HITS WORLD MARKETS

## IMF sending crisis team to Brazil

By Stephen Fidler in Washington and Geoff Dyer in São Paulo

The International Monetary Fund is poised to send a delegation to Brazil after the country's unexpected devaluation on Wednesday threw into doubt a \$4bn international rescue package offered by the fund in November.

The IMF and Brazil would not confirm whether the country's economic targets would need to be revised as a result of the devaluation. "I don't know if the change will make a complete revision necessary," said Altair Lopes, chief economist at the Brazilian central bank.

The agreement with the IMF ruled out devaluation, and the fund was not consulted before Wednesday's decision. Its mission, due to arrive in the next few days, will be led by Teresa Ter-Minassian, deputy director for the western hemisphere.

Investors yesterday continued to take a pessimistic view of the new Brazilian currency policy, pushing shares in Brazil down sharply and prompting weakness in markets in the US and Europe. However, analysts said foreign investors were taking a much more negative view than domestic investors.

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On Wednesday Brazil, in the face of a new attack on its currency and a growing recession, abandoned its foreign exchange policy,

moving from a narrow trading band, which allowed the Real to depreciate gradually against the dollar, to a widened band, which

permitted an immediate devaluation of 8.3 per cent and 12.15 per cent over the next year.

After a strong start yesterday, the Real weakened slightly to trade at R\$1.32 to the dollar, the upper limit of the new band.

Shares on the São Paulo stock exchange were suspended yesterday afternoon after a fall of 10 per cent in share prices triggered a circuit-breaker. Interest rates shot up to 60 per cent in the futures market on fears of a new rate rise.

Investors had been initially encouraged by the news that \$1.1bn had left the country on Wednesday, following predictions of a capital outflow of \$2bn. However, markets turned negative after Standard & Poor's, the US ratings agency, downgraded Brazil's long-term foreign currency debt from B+ to BB-.

Foreign investors continued to be concerned about heavy capital flight and predicted that the government would be unable to control the devaluation.

The chances of the devaluation being successful are limited, without, at the very least, follow-up on the fiscal front," said Paulo Leme, economist at Goldman Sachs in New York. "Other developing countries have shown that, by itself, devaluation does not work."

In its statement on Brazil, Standard & Poor's said the devaluation had increased the risks for the economy and cast doubt on the government's ability to meet the targets set by the IMF.

The agency also cut its ratings on a string of Latin American banks.

Economists said if the government could not keep the currency

within the new band, it might be forced into adopting tougher capital controls or, as a last resort, a rescheduling of domestic debt.

Meanwhile, Alexandre Dupeyron, finance secretary of Minas Gerais, the Brazilian state which last week declared a moratorium on its debts to the federal government, said he could not guarantee the full repayment of a \$100m international bond that matures in February.

His statement was immediately contradicted by the state's deputy governor, Newton Cardoso.

Reports and analysis, Page 7  
How immune is Wall Street, Page 11;  
US economy and Lex, Page 12; Cloud cast on telecom auctions, Page 13;  
Fallout, Page 15; Bonds, Page 22;  
Currencies, Page 23; London stocks, Page 30; World stocks, Page 31

## Farm subsidies may be poised for radical change

Policy shift by Germany and Spain seen as breakthrough

By Michael Smith in Brussels

Far-reaching changes to the European Union's €30bn annual farm subsidies regime is likely following policy shifts by Germany and Spain, until recently among the staunchest opponents of reform.

Supporters of the restructuring of EU agricultural policy say the change of tack signals a breakthrough in the year-old talks – although France continues to hold out.

The European Commission believes reform of the subsidies regime and other areas of spending is essential to enable the union to expand into central Europe and to increase food exports.

Germany was until recently the leading opponent of reform and against change to the union's controversial milk regime. This week it said it could see the case for increases in milk production quotas and indicated support for a deep cut in beef prices.

Spain, previously considered one of the countries least open to reform, has also softened its negotiating stance. It said it

would consider more radical reform to the milk regime than that suggested by the Commission in return for increased production.

The changes of position were outlined in Brussels this week at the first meeting of a "high level" group of national agriculture representatives formed to negotiate change. They have increased confidence among EU officials that a deal on reforms to the common agricultural policy and other areas of spending can be achieved before the end of Germany's EU presidency in June and possibly as early as March.

Guy Legras, the Commission's farms director-general, told the group the Commission could not compromise on proposals for cuts in guaranteed prices. It has suggested a 30 per cent cut for beef, 20 per cent for cereals and 15 per cent for milk.

Mr Legras said that 20 per cent cuts in beef prices, suggested by some countries, would allow only a small increase in exports and "would solve absolutely nothing". Leaving the milk regime unchanged, as suggested by

France, was "not an option". Other countries more ready to negotiate change included Belgium, previously considered a hardline opponent, and Finland. Spain's shift is thought to have been influenced by fears that it risked being marginalised unless it took a more assertive negotiating role.

Germany told this week

# WORLD NEWS

EUROPE

MISMANAGEMENT ALLEGATIONS CRISIS DEFUSED AS PARLIAMENT BACKS PLAN FOR INDEPENDENT GROUP TO PROBE SHORTCOMINGS

## Commission survives censure vote

By Neil Buckley in Strasbourg

The European Commission emerged wounded but intact yesterday from its clash with the European Parliament over allegations of fraud and mismanagement, after suffering a substantial protest vote.

A censure motion against the European Union's executive body, which could have forced the resignation of all 20 commissioners who head the executive, was defeated by 293 votes to 222.

But the vote in favour of

censure - 42 per cent of votes cast - was the highest total ever attracted by a censure motion against the Commission, almost twice the previous record of 118 for a motion over the Commission's handling of the "mad cow" disease crisis two years ago.

The vote closed a turbulent week in which the confrontation between two of its central institutions brought the EU to the brink of crisis, and during which Jacques Santer, Commission president, threatened to resign.

The crisis was defused as parliament backed a peace formula involving the appointment of a group of independent experts to report on "fraud, mismanagement and nepotism" in the Commission by March 15.

That leaves open the possibility of future action by parliament against commissioners found by the experts to have failed in their duties. Resolutions calling for the resignation of two individual commissioners, Edith Cresson, the former French

prime minister, and Manuel Marín, commission vice-president - whose programmes have drawn particular criticism - attracted only 165 votes and 155 votes respectively.

Agreement on the independent investigation, plus a pledge by the Commission to carry out sweeping internal reforms, was sufficient to prompt Pauline Green, leader of the dominant Socialist group to withdraw a censure motion her group had presented against the Commission.

But the substantial support for a separate censure motion, presented by a cross-party group of MEPs, indicated the level of parliamentary dissatisfaction with the Commission's response to months of allegations of crenity and fraud.

The censure motion won strong support from German members from both left and right. Thirty German Social Democrats members from the Socialist group defied their group line to back the motion. Mrs Green admitted the result was "not a vote of

confidence, but a vote of confirmation" allowing the Commission to continue with its important programme, including the so-called Agenda 2000 reforms required before enlargement.

Mr Santer said he was "relieved and satisfied" by the result. "I have a positive majority," he said. "It's a clear signal for the continuation of the mandate of the Commission."

Censure motion, Page 10  
Editorial comment, Page 11

## Committee of 'experts' to tackle fraud

By Neil Buckley in Strasbourg

Parliament let Jacques Santer, European Commission president, off the hook this week, but the issue of fraud and mismanagement is not about to disappear.

A so-called "Committee of Experts" to look into the issue was a central part of yesterday's pact between the Commission and the European Parliament. This committee would "examine the way the Commission detects and deals with fraud, mismanagement and nepotism, including a fundamental review of Commission practices in the awarding of all financial contracts".

Most importantly, it would have access to all files on existing fraud cases, and reach an independent assessment of responsibility of officials or commissioners.

Parliament suggested yesterday that if the committee identified failings by commissioners, action could then be taken against them. Similarly, if it failed to report by its March 15 deadline, or the Commission did not respond, commissioners could face yet another censure motion.

But huge questions remained concerning the body's size, membership, and selection, as well as over whether it could meet its ambitious deadline.

Alan Donnelly, leader of British Labour MEPs, who has worked on the committee of experts idea with the Commission, suggested yesterday it should have eight to 10 members, including EU outsiders "of the highest integrity", and private sector representatives.

One idea is that the EU's main institutions - the Commission, the parliament, the Council of Ministers made up of the governments of EU member states, and the Court of Auditors, the spending watchdog - each would nominate two members.

## NEWS DIGEST

### EURO-ZONE ECONOMIC REPORT

#### IMF prepares for first post-euro analysis

A team from the International Monetary Fund was in Frankfurt yesterday to prepare the Fund's first economic analysis of the euro-zone area, which groups participants in the European single currency. The report is expected to cover all aspects of the economy, including monetary policy, labour markets and structural reform.

The IMF team was in Brussels on Wednesday to talk with European Commission officials. Yesterday, it was at the European Central Bank.

The Commission said yesterday that the IMF's project was an early manifestation of monetary union affecting the work of international financial institutions and was a sign of things to come. The single currency was launched at the start of this month.

The IMF was unable to comment last night. It was unclear if the report would be released to the general public. Michael Smith, Brussels

### RUSSIAN POLITICS

#### Economic liberal to quit post

Alexei Kudrin, Russia's first deputy finance minister, is to quit his post, further thinning the ranks of economic liberals in the government and complicating talks with the International Monetary Fund. Mr Kudrin, one of the St Petersburg liberals who spearheaded Russia's reform effort, last year co-authored an austerity programme with the IMF, designed to put public finances on a firmer footing. The IMF is keen to revive the main elements of this so-called "Kudrin-Fischer" plan, which included sweeping cuts in public expenditure, before extending any further assistance to Russia.

Mr Kudrin's departure came as Yuri Maslyukov, the first deputy prime minister, attempted to woo senior international financial officials in Washington. But the IMF has made clear it will not resume lending to Russia until the government has developed a credible long-term plan for reviving the economy. John Thornhill, Moscow

### GERMAN CONTROVERSY

#### Petition against citizenship bill

Germany's conservative Christian Democrats (CDU) yesterday launched a controversial nationwide petition opposing government plans to extend citizenship to millions of immigrants.

The opposition CDU chose the central state of Hesse as a springboard for the campaign, hoping to turn citizenship into an election issue ahead of a state assembly vote on February 7. The launch also prompted one of Germany's far-right parties, the anti-immigrant Republicans, to start a similar petition.

Chancellor Gerhard Schröder's centre-left alliance of Social Democrats and Greens, who hope parliament will pass the bill into law by the summer, want to make German nationality available to some 4m resident foreigners. They argue the move is a key to improving integration. But the CDU and its Bavarian sister party, the Christian Social Union, say it could spark racial tensions and increase the threat of organised crime by immigrant groups. Reuters, Frankfurt

## Bonn unveils nuclear deal

By Frederick Stedemann

**Gerhard Schröder**, Germany's chancellor, yesterday acknowledged there had been teething problems within his coalition government but appeared to bury the worst of them as he unveiled a deal on nuclear policy.

He said a meeting on Wednesday night between the two arms of the coalition, his own Social Democratic party (SPD) and the Green party, had agreed on how to revise the country's atomic energy law ahead of a planned shutdown of Germany's 19 nuclear reactors.

Referring to his government's sometimes faltering debut, Mr Schröder conceded there had been "certain starting difficulties", but these were due more to problems of style and presentation than substance. "Now I am happy," he said.

Reprocessing German nuclear waste overseas will not be banned immediately, as the Greens originally had demanded, but allowed to continue until January 1, 2000. Mr Schröder said the delay would provide time to clear up questions over contractual obligations between German reactor operators and their French and British partners.

The reprocessing contracts are said by the nuclear industry to be worth as much as DM18bn (£9.2bn, \$10.7bn) and contain clauses for DM18bn in penalties in the case of breach of contract. Jürgen Trittin, the Green environment minister, travelled to Paris last night for talks with the French government on the issue.

German nuclear waste is treated by Cogema at its La Hague plant, near Cherbourg in northern France. According to Cogema, two "generations" of treatment contracts with German utilities have been signed, the first running until 2000 and the second from 2000 to 2010, so on.

The compromise slightly writers down earlier proposals put forward by Mr Trittin, whose stance had sparked pre-Christmas cabinet clashes with Mr Schröder and Werner Müller, ecology minister.

But the main elements of Mr Trittin's draft revision are retained. These include a tenfold increase in insurance cover required for reactors, tighter security checks and shifting the burden of proof for possible health risks onto nuclear operators.

The government is due to start "consensus talks" with the industry on January 26.

## Schröder puts on brave face despite weakening economy

Bonn's problems could test how appropriate it is to administer a common interest rate across an area as large as the euro-zone, writes Tony Barber

Rising unemployment, falling industrial output, stagnating exports and looming disputes in national wage negotiations - the economic problems are piling up on Germany's Chancellor Gerhard Schröder and his colleagues faster than they could have imagined when they celebrated their election victory last September.

Despite recording annual growth last year of 2.8 per cent, the strongest since unification in 1990, Germany is in the grip of a downturn so pronounced that private researchers suspect that the economy may actually have contracted in the final three months of 1998.

It would be the first such quarter-on-quarter fall in the economy since the fourth quarter of 1995.

Mr Schröder, the first Social Democrat chancellor in 16 years, is putting a brave face on matters. Interviewed by the staff magazine of the carmaker Volkswagen, on whose supervisory board he sat before the election last year, he said: "There are no grounds to be pessimistic. The foundations of our economy are intact."

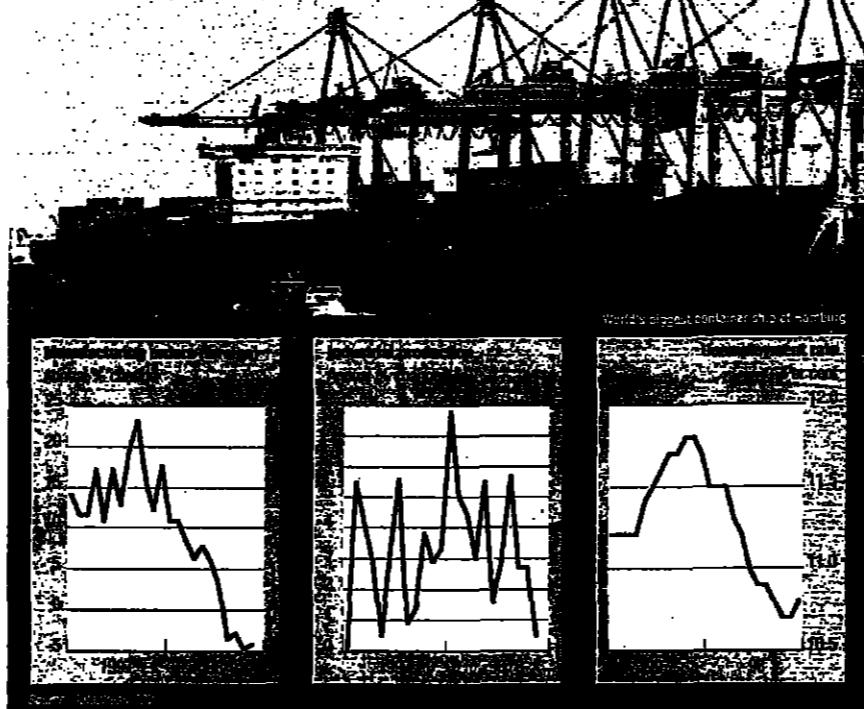
Yet as the largest economy in the euro-zone, contributing about 36 per cent of the area's output, Germany's troubles also raise potentially serious implications for the rest of Europe.

Appeals from businesses and SPD politicians for lower euro-zone interest rates to combat Germany's problems are growing louder.

Many independent experts think the European Central Bank will respond by cutting its benchmark 3 per cent rate by 0.25 percentage points as early as next month.

A majority of economists

### Germany: shipping less



### Fears over last quarter cloud growth of 2.8%

The German economy grew by 2.8 per cent in 1998, according to official statistics released yesterday, but independent economists said the figures disguised a sharp slowdown or even a contraction in the last three months of the year, writes Tony Barber in Frankfurt.

"We should expect a decline in the fourth quarter," which won't be officially reported until March, said Hans-Jürgen Metzler, an economist at Deutsche Bank.

Gross domestic product grew last year by 2.9 per cent in western Germany and 2.1 per cent in former communist eastern Germany.

The pan-German annual

growth rate of 2.8 per cent compared with 2.2 per cent growth in 1997.

Third-quarter GDP figures released in Paris yesterday showed the French economy growing by 0.5 per cent, slowing from 0.8 per cent in the second quarter. On an annualised basis, the economy was growing at 2.9 per cent.

In total, foreign orders for German products fell 4.2 per cent in November, the last month for which figures are available, compared with the previous year.

This has been a sharp fall-off from the peak annual growth in foreign orders from 23.1 per cent in September 1997.

Meanwhile, growth in industrial output slowed sharply to 0.5 per cent in November compared with November the previous year, down from the peak of 7.8 per cent in January last year and unemployment rose by 34,000 last month to a seasonally adjusted 4.16m, or 10.8 per cent of the workforce.

Independent economists believe the number of jobless will still be above 4m at the end of this year - a blot on the record of any government, but especially one elected largely on the basis of its promise to create jobs.

Confidence among businessmen is also draining away, partly because of the government's tax policies, which many entrepreneurs see as a clumsy attempt to stimulate consumer demand in the economy by shifting the tax burden on to efficient, profitable companies.

In the world of industrial relations, the mood is darkening.

Business believes the delicate state of the economy, as well as the sharper competitive conditions emerging in the euro-zone, require another year of wage restraint from German trade unions.

But the largest trade union, IG Metall, which represents about 2.7m metal and engineering workers, is sticking to its demand for a 6.5 per cent wage increase this year and has told employers that it wants an answer from them by January 22.

"If we don't get an acceptable offer by then, our members will not hesitate to start demonstrations and warning strikes," said Jürgen Peters, the newly appointed deputy leader of IG Metall.

It may, of course, be a bluff. But even the threat of labour unrest would put one more cloud on the horizon for a government that could be forgiven for wondering when its luck is going to change.

## Car sales surge after unexpected demand

By Tony Barber

Registrations of new cars in western Europe soared by 7 per cent in 1998, despite a sharp decline in the closing months pushed sales to a new record.

The unexpected strength

of demand - more than double estimates made last January - has left analysts uncertain about this year.

While sales have been strong in Germany, France and Spain - three of western Europe's five biggest car markets - the recent pace of registrations has risen well beyond even

the most optimistic analysts' expectations.

Observers widely expect sales to remain static or to decline slightly this year because of uncertain economic conditions.

While France and Spain

are expected to remain buoyant, demand in Germany is not expected to maintain the fast growth rate seen in the closing months of 1998 as improved output from leading carmakers bites into previous long waiting lists for the most popular models. By contrast, sales in the UK and Italy are expected to decline.

The surge in car sales in the fourth quarter has been a big surprise and begs the question of what we should now be forecasting for 1999," notes Nick Smae, motor industry analyst at J.P. Morgan in London. There is little doubt the winners are the losers of last year. Germany's Volkswagen group reinforced its supremacy as Europe's biggest carmaker by raising sales by almost 13 per cent to take a record 18 per cent of the market last year.

Renault of France was the other undisputed winner, as European sales soared by more than 16 per cent on the back of a largely renewed model range. Ford and General Motors were two of the losers, although both were affected by model changes.

"We note 20 per cent and改善版 of Ford.

"We

## EUROPE

OECD REPORT YEARLY REVIEW SAYS GDP COULD RISE BY 10% IF PLANNED REFORMS OF OVERSTAFFED STATE CORPORATIONS WERE ACCELERATED

# Greece urged to restructure state enterprises

By Kevin Hope in Athens

Greece could increase its gross domestic product by at least 10 per cent by radically restructuring inefficient public sector enterprises, the Organisation for Economic Co-operation and Development said in a report released yesterday.

Planned reforms of the energy, transport and tele-

communications sectors, which are dominated by overstuffed, state corporations, must be accelerated if Greece is to close the economic gap with other European Union members.

The cost of inefficient state enterprises "consists not only of an annual drain on the budget of about 3.5 per cent of GDP, but a sizeable brake on activity as the

economy is often deprived of essential inputs at low cost," the Paris-based OECD said in its yearly review of the Greek economy.

Even if the Socialist government achieves the target of euro-zone membership in January 2001, "an even bolder and wider-ranging structural reform effort" would be needed to raise the Greeks' per capita income to

the EU average.

The poorest EU country, Greece was the one member state to be involuntarily excluded from the first wave of countries joining economic and monetary union because it failed to meet the economic criteria for membership.

Tight fiscal policies and an economic growth rate above 3 per cent of GDP have

helped reduce the budget deficit and public debt. But high labour costs and low productivity at public sector enterprises have slowed the effort to curb inflation.

In contrast with Greece's financial sector, which has seen rapid restructuring and privatisation of state-owned banks, reforms have lagged at public enterprises. Resistance from vested interests,

including labour unions and leading suppliers, remains strong.

Inflexible pricing policies, excessive pay rises and lax accounting practices were to blame for the weak financial position of public enterprises, the report said.

Despite high levels of investment amounting to 3.5 per cent of GDP yearly, including substantial EU transfers,

almost all state corporations report losses. Public enterprises owed over Dr700bn (\$2.5bn) to Greek banks, equivalent to 2.5 per cent of GDP, at the end of 1997.

The OECD suggested radical cost-cutting measures at public enterprises, including the loss-making railways, post office, state television channels and Olympic Airways, the state carrier.

## France orders 28 Rafale aircraft

By Robert Graham in Paris

The French government has placed a firm order with Dassault for 28 Rafale fighters, the new-generation combat aircraft, after long drawn out discussions about cost and production schedules.

Alain Richard, defence minister, also announced the government had taken an option on 20 further Rafale fighters. The defence minister said the cost of all 48 aircraft would be FF165bn-FF175bn (\$2.4bn-\$2.6bn) (\$2.8bn-\$3bn) to be delivered between 2003 and 2007.

Final details for the contract are expected to take another two months to complete. But the go-ahead has been given by the finance ministry.

The contract was broadly agreed two years ago by the previous right-wing government. But ever since the Socialist government led by Lionel Jospin took office in June 1997 it has sought to make defence cuts and delay implementation of programmes to create savings.

The Rafale was developed by Dassault, in which the state holds a 46 per cent stake, after France decided against joining the Eurofighter project backed by Britain, Germany, Italy and Spain. The Eurofighter project has to date sold 620 aircraft.

In 1996, the total cost of the programme to equip both the French air force and navy with Rafale aircraft was estimated at FF212bn.

The Jospin government had hoped to go ahead with procurement against the prospect of firm export orders to offset some of the costs. However, efforts to sell the Rafale to the United Arab Emirates appear to have failed, although the latter recently agreed to place orders for advanced French Mirage fighters.

The state is in the process of transferring its share in Dassault to Aerospatiale.

## Finns oppose majority voting over EU taxes

By Andrew Parker, Political Correspondent

The Finnish government, which takes over the European Union presidency in June, yesterday said it would oppose an extension of qualified majority voting to income and corporation taxes.

Paavo Lipponen, Finnish prime minister, insisted income tax must remain a member state competence, adding that majority voting should not apply to corporation tax rates.

"Income taxes should be left to the national decision makers. Qualified majority voting should definitely not apply to the [corporation tax rate]," Mr Lipponen said in an interview with the Financial Times.

His intervention will be welcomed by the UK government, which has rejected calls by France and Germany for an extension of majority voting to taxation matters.

Mr Lipponen said France and Germany would be "much more credible" if they pushed for an extension of majority voting to trade policy.

He said: "The first question would be to increase qualified majority voting in trade policy, to include trade

in services and intellectual property."

Mr Lipponen said Finland would support further political integration. Reform of the EU's institutions would be the top priority of Finland's presidency as part of preparations for EU enlargement.

He indicated Britain and other member states with two European commissioners should be prepared to give up one as part of the reform.

"The institutions of the EU are important for a small country. In principle, a small country gains from the deepening of integration. It ties the big member countries into following common rules and subjecting themselves to common decisions."

On the future financing of the EU, Mr Lipponen indicated that Britain should be prepared to relinquish its cherished budget rebate.

Praising the UK's active engagement in the EU, notably on defence and foreign policy, Mr Lipponen said Britain's role had been strengthened.

But he warned: "The importance of the euro is even greater than we thought, not only internally but also the external importance. This may be food for thought for the British public."

## Yeltsin and Clinton share worries on impeachment

The steps being taken against the Russian president may follow a similar path to those in the US, writes John Thornhill

Boris Yeltsin and Bill Clinton like to present themselves as bold, reforming presidents who have discarded old ways of thinking and steered new courses for their countries. But the Russian and US leaders have something else in common: they are both under threat of impeachment by their opponents.

While Mr Clinton battles to defend his presidency in the US Senate, Mr Yeltsin is trying to fend off attacks from the Duma, the lower house of the Russian parliament. This week a parliamentary commission resumed its investigations into Mr Yeltsin's alleged offences, promising to conclude its work next month.

Mr Yeltsin's enemies led by the Communist party claim he is guilty of five treasonable charges: destroying the Soviet Union in 1991; forcibly dissolving the Supreme Soviet in 1993; conducting an illegal war in Chechnya; undermining the country's armed forces, and presiding over the "genocide" of the Russian people.

The impeachment process has to overcome several procedural obstacles and is unlikely to succeed. Two-thirds of the Duma's 450 deputies must first vote for Mr Yeltsin's removal. The

Supreme Court must then confirm that the president has committed an act of treason or a state crime.

The Constitutional Court would then review the legality of all these proceedings before handing the matter over to the Federation Council, the upper house of parliament, for a final decision.

Gennady Seleznyev, speaker of the lower house of parliament, predicts the impeachment moves against President Yeltsin may follow a similar path to those in the US. The lower house of parliament may vote for impeachment - if only on the issue of Chechnya - but the initiative will be killed in the Federation Council.

"Talk about this matter is one thing. Providing legal justification for each article of impeachment is quite another," Mr Seleznyev says.

As in the US, the impeachment proceedings appear to have been driven by political hatred as much as the compulsion to observe constitutional propriety. Most of the charges against Mr Yeltsin are political slogans rather than legal accusations.

The Duma set up the impeachment committee as a "defence mechanism" last year when Mr Yeltsin was threatening to dissolve parliament if it did not approve

Sergei Kiriyenko as prime minister. Under the terms of the constitution, Mr Yeltsin would have been prevented from disbanding parliament had he been subject to formal impeachment proceedings.

However, the appointment of Yevgeny Primakov as a consensus-seeking prime minister has helped defuse these tensions between president and parliament. The Liberal Yabloko faction, which had clamoured for Mr Yeltsin's impeachment over his conduct of the Chechen war, now appears to have lost interest in the process.

Without Yabloko's support, the Communist party cannot muster the 300 votes needed to launch formal impeachment proceedings.

"There is no chance that Yeltsin will be impeached," says Boris Makarenko, deputy director of the Centre for Political Technologies, a Moscow research institute.

"But the game will continue as long as the procedural rules allow."

Mr Makarenko argues that the Communist party will keep hammering away at Mr Yeltsin to reaffirm its own credentials as an opposition party. Calls for impeachment may also flare up if Mr Yeltsin seeks another confrontation with parliament or soft

fers a further deterioration in his health.

"The members of the Duma are not interested in the legal validity of the accusations as much as their political utility. The closer it gets to the December parliamentary elections, the more controversial the process will be," he says.

Mr Seleznyev argues the impeachment process is a useful means of testing the limits of Russia's nascent constitution, helping to entrench the rule of law in a country which has provided few checks on the power of the executive. But other observers point out the striking contrast between the popular will and the probable political outcomes in the US and Russia.

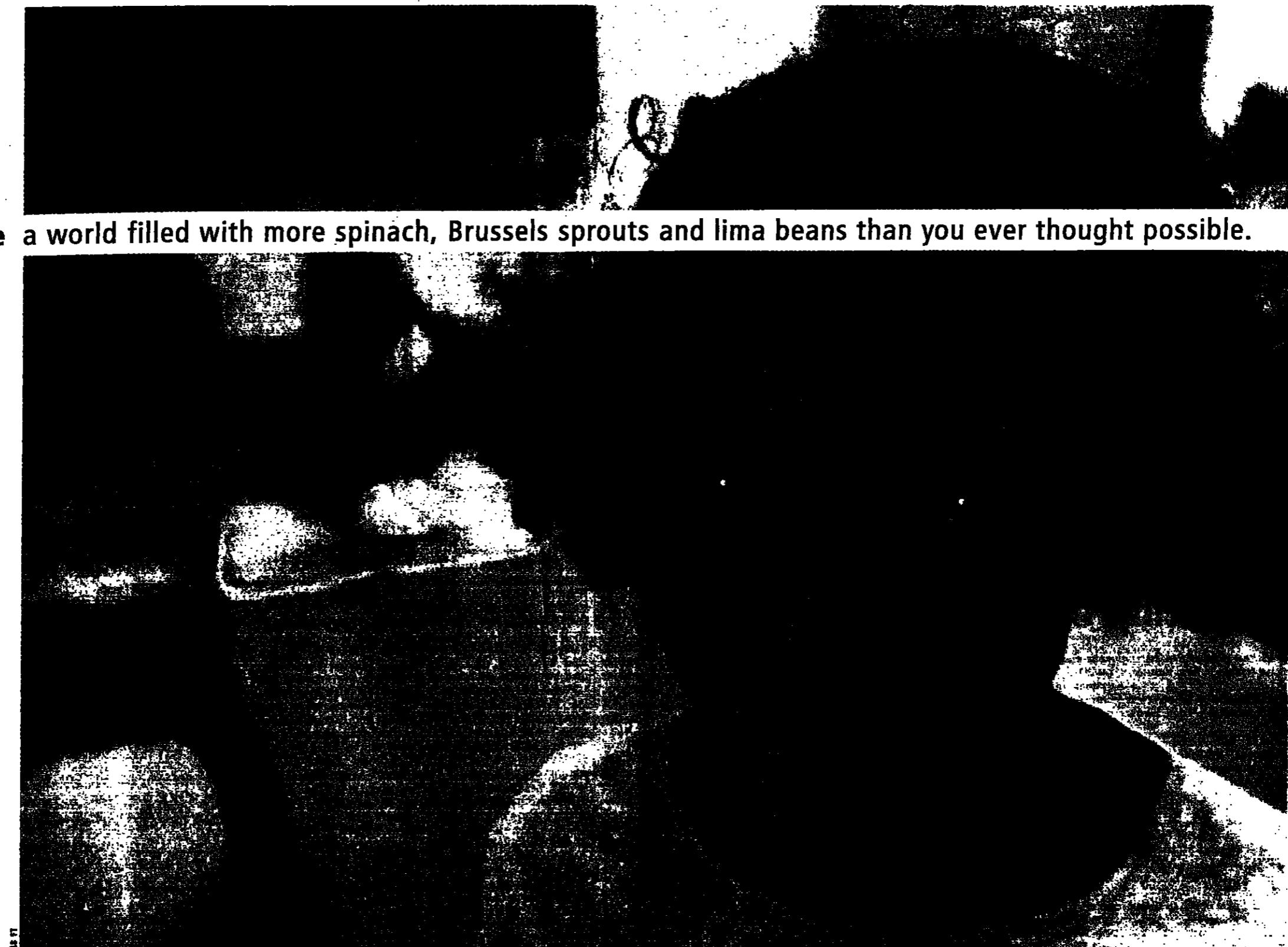
Even though opinion polls show that the majority of American voters support Mr Clinton, he still remains hostage to an unpredictable Senate vote. By contrast, Mr Yeltsin has lost almost all his support among the Russian electorate but appears in little danger of being removed from office before his term expires in the summer of next year.

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## WORLD TRADE

# US seeks WTO backing for sanctions in banana war

By Guy de Jonquieres

The US yesterday stepped up pressure on the European Union in their dispute over trade in bananas by formally announcing plans to seek World Trade Organisation authority to impose retaliatory sanctions on EU exports worth \$520m a year from the start of next month.

The European Commission said that if Washington went ahead with its request, at a January 25 meeting of the WTO's dispute settlement body, Brussels would immediately bring a WTO challenge against US Section 301 trade legislation, on which the threatened sanctions are based.

Peter Scher, special US trade ambassador, said the request for WTO sanctions authorisation, which cannot be blocked by other members, was fully consistent

with US rights under the organisation's rules.

However, a spokesman for Sir Leon Brittan, EU trade commissioner, strongly disputed the claim. "The US has no justification for seeking to put in place sanctions on European industry," he said.

The US says it is entitled to retaliate because the EU has not complied with a WTO disputes ruling in 1997 against its banana import regime, which favours imports from former British and French colonies in Africa, the Caribbean and the Pacific.

The EU modified the regime at the start of this year, but Washington claims it still discriminates against Latin American fruit distributed by Chiquita Brands and other US companies.

The EU says US sanctions would violate world trade

rules, because no WTO disputes panel has found that the amended import arrangement does not comply with the 1997 judgment against the previous regime.

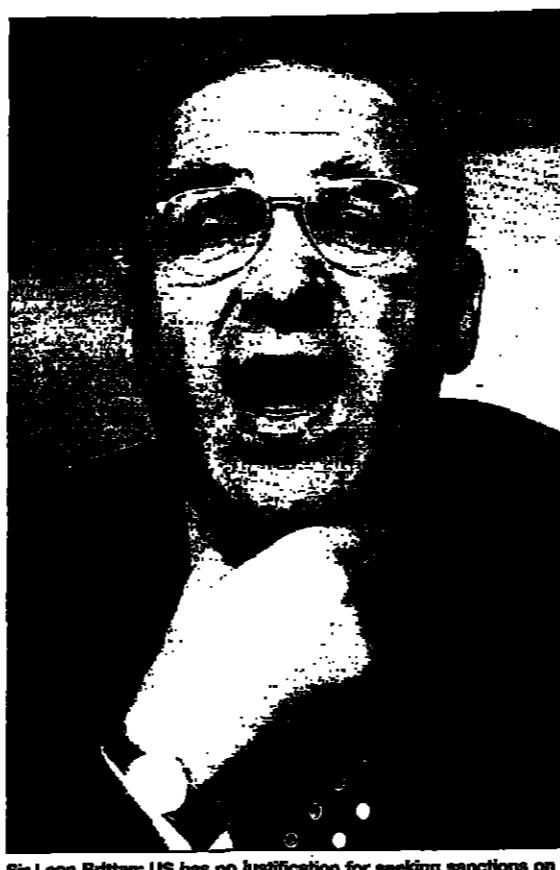
The proposed US sanctions would consist of 100 per cent tariffs on diverse selection of exports, ranging from cashew nuts to leather goods and pens. The US said yesterday that it was adding pork to the list of products. The sanctions would cover imports from all EU members except Denmark and the Netherlands, which did not vote in favour of the banana regime.

Mr Scher said the US would also ask the EU on January 25 to hold consultations in the WTO. In a last-ditch effort to resolve the dispute by negotiating further changes to the banana regime. But EU officials dismissed the proposal.

They said that if the US wanted to discuss the matter, it should participate in one of the disputes panels recently established to examine whether the regime complied with WTO rules.

One of the panels was established at the request of Ecuador, which is challenging the regime, and the other at the request of the EU. Mr Scher insisted that the US was entitled to impose sanctions against the EU while the panels were still sitting. That is disputed by Brussels and by some independent trade lawyers.

The differing US and EU legal interpretations in the conflict arise from lack of clarity in WTO rules. These permit retaliation against members who flout disputes judgments, but are ambiguous about how compliance with such decisions should be determined.



Sir Leon Brittan: US has no justification for seeking sanctions on European industry

## Cold war high technology curbs return to haunt US exporters

A Congress investigation has led to tighter restrictions on sales of sensitive technology, writes Stephen Fidler

A Congressional investigation into allegations that US national security was harmed by transfers of sensitive technology to China has intimidated officials and slowed decisions on export licensing, according to a senior US official.

William Reinsch, under-secretary for export administration at the Department of Commerce, said licensing was likely to be further held up as the conclusions of a new congressional report were digested and acted on.

A 700-page classified report from a select committee of the House of Representatives has concluded that US national security was damaged by transfers of militarily useful technology by US companies and others to China, according to Christopher Cox, the committee chairman.

Mr Reinsch said the report had already had an impact on export licensing. It had intimidated everybody. "People are afraid to say Yes to perfectly sensible applications that wouldn't have raised an eyebrow 10 months ago."

Steps likely to be taken because of the report, together with some already ordered by Congress, would cause US companies "a lot of grief," he said. Businesses have been pressing Washington since the end of the cold war to ease the restrictions on exports of high technology products with possible military applications.

In a strong defence of practices used by the Commerce Department in the licensing for export of so-called dual use technology - technology with potential commercial and military applications - Mr Reinsch was critical of lawmakers he described as

"cold warriors on the Hill". There was, he said, "clear faction in Congress who believe that they [the Chinese] are the Soviet Union of the next century - the new bear in the woods. They want to force a realignment of all our policies against China."

Two important developments since the end of the cold war had forced changes in the export licensing once governed by CoCom, an offshoot of Nato which blocked technology transfers to the Soviet bloc.

Controlling technology exports was more difficult because it was less clear who the enemy was and there was less agreement among western governments about the subject. Moreover, even those recognised as security threats, such as Iraq and North Korea, were small, more disparate and potentially more irresponsible, he said.

Economic globalisation had also altered the picture. US export licensing had for

40 years taken account of the foreign availability of products; now other countries had developed their own high technology industries.

For example, the US licenses exports of high performance computers between 2,000 and 7,000 mips (million theoretical operations per second) to countries such as China. But he said: "If you spend 10 minutes on the internet you can see in the secondary market 2,000 mips being sold by countries that are not necessarily allies of ours... If you want to control the market in computers up to 7,000 mips to China, effectively you have to control the whole world."

With the US defence budget shrinking, US companies no longer could be profitable simply by selling to the Pentagon. "What keeps them in business now is exports."

He said the primary national security consideration was how far ahead the US was of its potential adversaries - and high end

products remained out of their hands of adversaries because their export was banned.

Mr Reinsch said that some aspects of the licensing regime had already been adjusted - though some changes, such as those providing for end-user inspections of supercomputers exported from the US, would be difficult to administer.

The Pentagon now

reviewed a far higher percentage of export licences than it did a few years ago,

he said. In the 1994 fiscal year, the Pentagon reviewed 19 per cent of licences; in 1997, 91 per cent. Only 2 per cent of licences rose to the political level for decision making, he said, and none in the Clinton administration had ever risen beyond the level of assistant secretary in government departments, he said.

Asked about claims sensitive technology was transferred to China in satellite launch discussions by two companies, Hughes and

Loral - now under Justice department investigation - he said these concerned possible unauthorised transfers.

Moreover, he added, the problems with satellite technology transfers occurred before jurisdiction over satellites had been shifted from the State Department to Commerce in 1996. Congress has since ordered that satellite exports should be returned to the State Department's munitions list, a decision that will slow approvals.

"I think we have fixed the problem. I don't think the Cox committee has identified any post-98 problem," he said.

But he said that if the Cox committee did provide evidence that national security was threatened, "obviously we want to work with the committee to fix the problems." However, some recommendations would undoubtedly apply to apply to other countries, and finding agreement with US allies would not be easy.

The Latvian government has defused a trade row with its Baltic neighbours Estonia and Lithuania by dropping plans to impose quotas on pork imports. The quotas threatened to scuttle relations between the three countries, whose trade is regulated by the Baltic Free Trade Agreement, introduced in December 1997. Viles Kristopars, Latvia's prime minister, said the government had decided to drop plans for pork quotas because it could invite retaliation and damage the free trade agreement. The Latvian government had initially proposed import quotas on the meat, with a tariff of 42 per cent levied on additional imports. Latvia has a negative trade balance in farm products with Estonia. The Latvian government now plans to grant a one-off subsidy to local pork producers. The economies of the three Baltic states have been hit by the sharp fall in trade with Russia, the second biggest recipient of Baltic exports. Matej Vipotnik, Riga

**INTERNATIONAL**

## Arab leaders plan to ostracise Baghdad

By Mark Huband in Cairo

Arab leaders plan to intensify the isolation of Iraq's government while easing the plight of its sanctions-hit population as part of an emerging strategy aimed ultimately at bringing down President Saddam Hussein.

Despite demands by Iraqi government officials that they be included in ministerial talks which ended yesterday in Cairo, regional leaders want to prevent Iraqi involvement in meetings they believe Baghdad could exploit to divide Arab opinion.

Foreign ministers from Egypt, Syria, Saudi Arabia, Yemen and Oman met overnight yesterday to prepare a common strategy in advance of an Arab League foreign ministers meeting in Cairo on January 24. The strategy will be to drive a wedge between Iraq's government and the population whose suffering has inflamed public opinion throughout the region.

A war of words between Egypt and Iraq escalated

yesterday into an exchange of insults between Baghdad and Saudi Arabia's leaders, which has further exposed the extent to which region's leaders have opted for open confrontation with President Saddam.

"Saddam misjudged Arab opinion when there were protests against the bombing of Baghdad in December," said a senior Arab official yesterday. "He thought Arabs were supporting him. But in fact they were just supporting the Iraqi people."

Mohammed Saeed al-Sabah, Iraqi foreign minister, on Wednesday denounced the five-nation consultations in Egypt, which he said "can only be described as the insistence of some states not to follow a sound Arab course in the framework of the Arab League and to continue a policy of creating axes and blocks".

In response, an editorial issued by Saudi Arabia's official news agency yesterday said Iraq should be excluded from discussions. The editorial described President Saddam Hussein as a "disease

that should be removed so peace and security can return to Iraq and its people.

The holding of an Arab summit or a ministerial meeting in which Saddam Hussein and his gang take part will not be successful under the circumstances," it said.

Tariq Aziz, Iraq's deputy prime minister, yesterday criticised the Arab League, Egypt and Saudi Arabia for failing to invite Baghdad to such meetings. "If the aim of such successive meetings is to ease the plight of the Iraqi people, why have they not contacted Iraq and discussed their ideas and proposals?" Mr Aziz wrote in the ruling Baath Party newspaper al-Thawra yesterday.

Arab states have largely ignored an apparent softening of Iraq's stance on the issue of dialogue with its opponents, notably the US. Iraq said on Wednesday it would accept "unconditional and balanced dialogue" with the US and Arab states.

William Cohen, US defence secretary, yesterday reaffirmed the US intention of backing opposition to President Saddam.

## Russia blames 'inept' US spies

Russia responded defiantly yesterday to US sanctions and a threat of further action over alleged Russian exports of missile and nuclear technology to Iran and said inept US spying might explain the row, Reuters reports from Moscow.

Russia is building a civilian reactor in Iran which the US has long feared is a cover for Tehran to get sensitive Russian nuclear technology.

"We hope that such a situation is the result of a misunderstanding, and perhaps, defective work of the American special services," the Federal Security Service, successor to the Soviet KGB, said.

Washington banned aid and commercial links with three Russian scientific institutes on Tuesday.

Yesterday the US added a new threat to halt space launches of US satellites aboard Russian rockets after a year unless Russia ended the alleged co-operation.

But a spokesman for Russia's Atomic Energy Ministry said yesterday Russia would increase its staff at Bushehr, Iran, the site of an \$800m nuclear energy reactor under construction, to 1,000 people from about 300 now.

The moves came only two days after a US decision to bomb Iraq provoked Moscow into recalling its ambassador

from Washington, amid some of the chillest rhetoric between the two capitals since the cold war.

The sanctions against the three institutes were not unprecedented. Washington took similar action against seven Russian organisations last July, and US officials have said Russian co-operation on the issue has been scant since then.

US officials said the Scientific Research and Design Institute of Power Technology and the Mendeleyev University of Chemical Technology had made "material contributions to Iran's nuclear weapons programme".

shortfall in revenues, resulting from low oil prices.

In remarks to journalists, Mr Burleigh accused Baghdad of ignoring civilian needs by stockpiling medicines and withholding distribution of these and other humanitarian products, as well as spurning offers of private donations from states in the region.

Benon Svan, the UN programme director, confirmed that medical supplies worth \$270m were in storage in Iraq, but he said the government recognised a distribution problem.

He disclosed that only \$1.32bn had been raised from Iraqi oil exports, against \$5.31bn allowed every six months.

## Outpost of the conflict in the Middle East darkens the shores of the fairest Cape

South Africa's radical Moslems, angry at western policy toward Islamic countries, are even more disaffected than they were in the apartheid days, writes Victor Mallet



Tears, flowers and razors after the bomb outside the Planet Hollywood restaurant in Cape Town last August

Hollywood restaurant at the Waterfront, a complex of shops, restaurants and hotels popular with foreign tourists; the explosion followed US missile attacks on

Portuguese terrorist targets in Sudan and Afghanistan.

Since then there have been two attacks which damaged Kentucky Fried Chicken stores - like Planet Hollywood, a US brand - and one at a synagogue. On New Year's Day, three people were injured in a car bomb explosion, again at the Waterfront.

The crime and gang warfare which for years has plagued the Cape flats, the featureless suburbs behind Table Mountain where most blacks and "coloureds" (the apartheid label for mixed-race people is still used today) live, have started to

things don't happen in a vacuum," says Ebrahim Francis, one of the group's leaders, referring to the anti-Blair protests. "Cape Town is known for its vociferousness on issues that people feel very passionate about. The likes of Tony Blair are not welcome on our shores."

For the government, however, Pagad is part of the problem. It was formed three years ago to combat the crime that the police seem unable to tackle, but its supporters have contributed to the violence by assassinating and attacking suspected drug dealers, its critics say it has become a gang itself. There were more than 600 explosions and other attacks in the Cape Town area last year, many of them blamed on Pagad, but no one was convicted.

Other, smaller groups such as Moslems Against Global Oppression and Moslems Against Illegitimate Leaders have also sprung up. A caller who said he represented Maga claimed responsibility for the Planet Hollywood bomb, although Maga denied it. A further complication is that several leading Pan-Africanist Congress, one of the parties opposed to the ruling ANC.

South Africa's police force this week launched Operation Good Hope in an attempt to crack down on criminals in the Cape and curb the terrorism that is threatening the region's thriving tourist industry. The plan, costing an additional R4.3m (\$740,000) a month, is to send in extra troops and police and to enforce new laws against paramilitary organisations.

Pagad, too, wants crime to be curbed but says it is unimpressed by the government's efforts. "The emphasis is going to be to pin down and ban what they perceive to be political threats," says Mr Francis. "Basically, it's back to the apartheid years."

"You mix that sense of marginality, which is always there, with the recent events of the Moslem world and you have a really lethal cocktail."

Pagad does not really dispute that analysis. "These

elements of the plan to institute a new inspection system alongside lifting the ban on oil exports were interesting. Mr Burleigh emphasised that Washington was committed to implementation of all UN resolutions on Iraq and wanted to be assured this was the French position.

"We aren't saying, forget it," in reacting to the proposals, he said, adding that the US appreciated that France had refocused council attention on the issues.

During yesterday's closed door meeting, the US offered proposals to increase funding for Iraq's needs in food and medicines, including short term loans from the UN to make up for a steep

shortfall in revenues, resulting from low oil prices.

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LONDON Mailer

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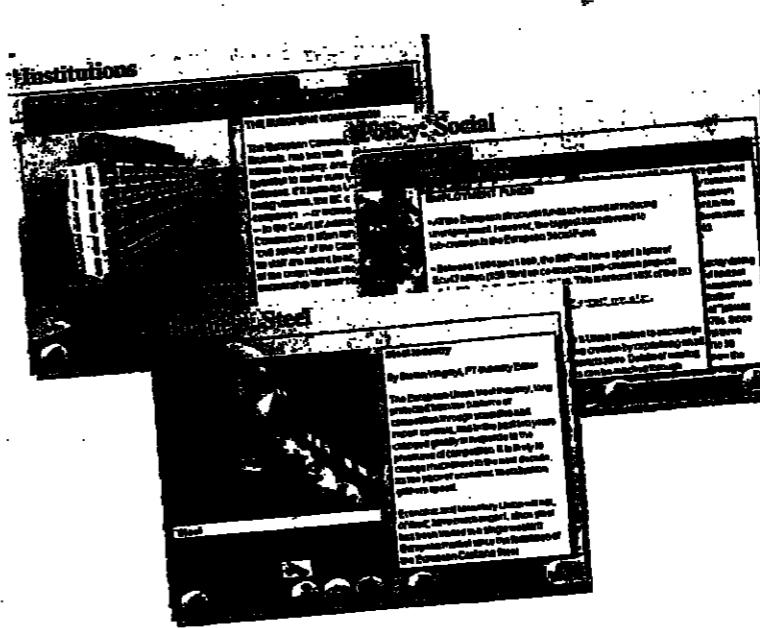
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DEBT RESTRUCTURING EARLY REDEMPTION PLANNED OF TRUST FUND BUREAU LONG-TERM BONDS IN SEARCH FOR LOWER INTEREST RATES

# Japan's local authorities to switch loans

By Gillian Tett in Tokyo

Some of Japan's local government authorities are poised to force through a restructuring of part of their long-term loans because they are struggling to meet the interest payments.

In particular, the local governments bodies are planning an early redemption of several trillion yen worth of long-term bonds issued to the Trust Fund Bureau at high interest rates, and instead raise cheaper short-term finance from regional banks and state institutions.

The move - believed to be the first such quasi-restructuring made by Japan's local authorities, which are

dogged by spiralling debt levels and falling tax revenues - highlights the pressures building in Japan's public financial structures as the economy deteriorates.

The move has also triggered friction between different parts of the Japanese government, which is

increasingly alarmed about the country's spiralling deficit. This government budget deficit is forecast to reach 10 per cent of gross domestic product this year, although this understates the total because it excludes some local government debt.

Some officials at the Ministry of Finance, which controls the Bureau, argue that an early redemption by local government bodies will be

illegal. And although the likely size of the loans involved will be less than Y7,000bn (\$61bn), it could alarm investors in the Japanese government bond markets, which are becoming increasingly sensitive to credit risk.

Japanese government bonds issued to private investors have always carried a clause allowing for early redemption in theory. But in practice the markets have always assumed that Japanese central and local government would not make use of this clause. And although the bonds to the Trust Fund Bureau and local government bodies has traditionally been a cornerstone of Japan's vast and

opaque system of public finances, the Bureau collects money from the state pension scheme and postal savings system, and lends this to other state institutions.

At present, for example, it has around Y70,000bn of outstanding long-term loans to local government and another Y30,000bn of short-term loans.

Since the cost of the loans is pegged to bond yields, interest rates on new loans have fallen sharply in recent years. However, about a tenth of the loans was taken out in the mid-1980s when interest rates were 7 per cent or more.

In an attempt to appease the Ministry of Finance, the MHA will permit early

redemptions only on loans taken out before 1985 and if the governments "have an extremely heavy burden on debt servicing costs", according to the private agreement between the two ministries. At present, for example, it has around Y70,000bn of outstanding long-term loans to local government and another Y30,000bn of short-term loans.

The MHA has also promised that local governments which make early redemptions will be barred from bureau loans for three years, except in "exceptional" circumstances. The government's fiscal 1999 budget has already been drawn up assuming that bureau short-term lending will rise sharply this year because tax revenues are slumping.

## NEWS DIGEST

### TRIAL IN MALAYSIA

#### Judge rules Anwar sex evidence is 'irrelevant'

After months of testimony about the alleged sexual misconduct of Malaysia's sacked deputy prime minister, a High Court judge ruled yesterday that evidence on the allegations was irrelevant to the abuse-of-power charges. However, almost all the country's 47 prefectures are expected to meet this condition.

"I direct any such evidence that has been admitted to be expunged from the record and not considered by both parties," Judge Augustine Paul said. Defence counsel Gurubachan Singh objected that by ruling the evidence irrelevant, "the situation would be that the accused would be exonerated from denying the allegations".

Mr Anwar has been charged with five counts of sexual misconduct and five related counts of abuse of power. He denies them all as an attempt to keep him from challenging the rule of Mahathir Mohamad, the prime minister.

Sheila McNulty, Kuala Lumpur

### CHINESE CORRUPTION

#### Police action halts spending

China has saved its state coffers RMB4.7bn (\$568m) after a police crackdown on bureaucratic corruption which has halted the decoration of 11,000 offices, cancelled 22,000 celebration parties, and stopped 7,400 overseas trips.

The state media also reported that the corruption sweep has netted 569,000 unwarranted home telephones and 363,000 unregistered mobile phones being used by party and government officials. A new system for home telephones and mobile phones, long considered an official perk, will save the state a further RMB2.5bn. The anti-corruption effort is part of a wider drive to conserve state revenues during what is expected to be a year of acute budgetary shortages. James Kynge, Beijing

### NEPAL POLITICS

#### Election call follows vote

Nepal's prime minister won a convincing confidence vote in parliament yesterday and has said that only impartial elections can end the political instability that has clouded the Himalayan kingdom since the election of a hung parliament in November 1994.

Girja Prasad Koirala is now expected to ask King Birendra to order fresh elections, with an announcement likely today. Mr Koirala, supported by the country's largest communist faction and a regional party, won 136 votes in the 205-member house of representatives.

Mr Koirala is Nepal's sixth prime minister since the inconclusive 1994 elections. Bindu Bhattarai, Kathmandu

# Obuchi reshuffle cements coalition

By Michiya Nakamoto in Tokyo



Noda appointed to home affairs minister job

Forces to provide greater support to US troops in emergency situations.

The government has been unable to pass the measures because of opposition from its previous coalition members and a more pressing need to tackle Japan's financial and economic woes.

William Cohen, US secretary of defence, who was in Tokyo yesterday, highlighted US impatience with the Japanese government's delay in implementing the bills and urged Mr Obuchi to take "quick, responsible and decisive action" on the bills.

Although the chances of passing the legislation appeared better as a result of the coalition, the agreement between the two parties on defence issues left sufficient ambiguity for differences to re-emerge in the days ahead.

The Liberal party has appeared the most willing among opposition parties to support the government's stance on implementing the guidelines.

However, Ichiro Ozawa, Liberal party leader, has disagreed strongly with the LDP on several critical issues, such as what troops are permitted to do under Japan's peace constitution in the event of a crisis and whether or not there is a need for cabinet approval for certain troop activity.

The wide gap between the two parties has raised concerns that uncertainty about the coalition's fragility could distract from efforts to rebuild the economy.

Takeshi Noda, Liberal party secretary-general, who was appointed home affairs minister, is a former finance ministry official known as an expert on economics and finance.

However, as well as the

possibility that differences over defence will continue to preoccupy key members of the coalition government,

the Liberals' participation in government is likely to spur further political manoeuvring within the LDP.



Ozawa: disagreements with LDP partners over activities of Self-Defence Force

### DEVALUATION OF REAL CAPITAL CONTROLS TO BE FINE-TUNED

# Malaysia heartened by Brazil

By Peter Montague, Asia Editor, in London

Malaysia's resolve to keep its selective capital controls has been stiffened by Brazil's decision to devalue its currency, Mustapa Mohamad, second finance minister, said in London.

The controls imposed last September had worked, and Malaysia remained nervous of another bout of speculation hitting financial markets, he told journalists. There was no need to dismantle the controls in the near future.

But Mr Mustapa confirmed that Malaysia was considering "fine-tuning" the controls to discourage large outflows of portfolio

funds once this is permitted in September, the anniversary of the imposition of restrictions.

The controls in effect locked portfolio investors into the country for at least 12 months, but economists have estimated that between \$5bn and \$10bn could leave the country as soon as that period has elapsed.

Mr Mustapa said that Malaysia was considering a number of refinements including the creation of an exit tax that could allow a staggered withdrawal and more incentives for long-term investors, but he said any eventual package would have to be comprehensive and based on a realistic assessment of how much money was really

poised to flow out. Some foreign investors would want to remain, he said, especially since Malaysia's economy was expected to recover.

Malaysia's foreign reserves had increased by \$6bn, or 30 per cent, since controls were imposed and were likely to rise further given the country's large payments surplus, said Zeti Akhtar Aziz, deputy governor of Bank Negara, the central bank.

"Even if there was an outflow, we feel we can withstand it," she said.

The two officials rejected market criticisms that Malaysia had created a false dawn by trying to stabilise its economy through the imposition of capital

controls and strong pressure on banks to lend domestically.

Banks had been asked to increase their lending by at least 8 per cent last year. Mr Mustapa said, but this was half the rate informally proposed by the International Monetary Fund and current indications were that the target would be missed by a wide mark.

Bank lending grew by less than 1 per cent last year, Ms Zeti estimated. This was largely because of a collapse in consumer lending by finance companies - the total fell 14 per cent in the first 11 months. Lending by commercial banks was up by 6 per cent during the same period.

## Australia jobless at lowest in 8 years

By Gwen Robinson in Sydney

Australia's unemployment rate last month dropped to the lowest level in more than eight years, in a further sign of the country's economic resilience.

Official figures published yesterday showed that unemployment dropped half a point to 7.5 per cent in December, the lowest level since September 1990 and the biggest monthly fall in more than a decade.

Job vacancies, meanwhile, continued to rise, according to separate figures which showed that vacancies in the three months to November rose nearly 11 per cent.

High unemployment, which has remained above 8 per cent for most of the decade, has been frequently cited as one of the weak spots in Australia's robust economic growth over the past few years.

The latest figures, which showed that nearly 54,000 people found jobs in December, exceeded market expectations and prompted economists to revise earlier expectations of an interest rate cut in the first half of the year.

The growth in job vacancies indicated that employment growth would continue for some months, with some industries such as computers and services suffering labour shortages, economists said.

Andrew Pease, senior economist at Nomura Australia, said the numbers showed the delayed impact of strong economic growth in mid-1999.

Australia recorded economic growth of nearly 5 per cent last year - a pace the government has warned will slow to about 2.75 per cent in the current year.

The government welcomed the drop in unemployment, but warned that the extent of the decline indicated growing volatility in the labour market.

"These are a one-month set of figures. They always need to be treated with caution. But this is a very solid drop and welcome news," said Tim Fischer, the deputy prime minister.

Mr Fischer also warned on the effect of Brazil's currency devaluation and market turmoil.

Australia's direct exposure to Brazil was "very limited," he said.

But there were concerns about the indirect impact in areas such as commodities trade.

## Delhi cross-shareholding plan 'hurts private sales'

By Krishna Guha in Bombay and Mark Nicholson in New Delhi

Plans in India to raise money by selling government-owned shares to public sector companies, creating cross-shareholdings between different enterprises, could scuttle efforts to sell shares in these companies to private investors, investment bankers warned yesterday.

They said the government-arranged marriages would make it difficult to take planned public issues of shares in Indian Oil, the state oil refiner, VSNL, the telecommunications company and GAIL, the gas supplier, to the market. "It is a choice," said a senior banker. "One or the other."

India's cabinet earlier this week decided to sell blocks of its shares in cash-rich oil and telecommunications companies either to the companies themselves or to other state-owned companies in related industries.

The government intends to sell 12.5 per cent of its holding in ONGC, an upstream oil company, 10 per cent of Indian Oil and GAIL, and 5 per cent of telecommunications companies VSNL and MTNL in this way. It hopes the sales will lift privatisation receipts to Rs80bn (\$1.88bn).

The government could raise about Rs55bn simply by selling shares in Indian Oil to ONGC. This would help plug the gap in the fiscal deficit - which the government has already admitted is likely to overshoot the target of 5.6 per cent of GDP - reducing government borrowing and pressure on interest rates.

"Buy-back is not really very sensible," said one banker, who added that there were plenty of investment opportunities in India's underdeveloped core sectors.

Moreover, buy-backs will not transfer ownership from the public sector to the private sector. Many analysts

see this as necessary if companies are to focus on improving efficiency.

G. V. Ramakrishna, the

marginalised head of India's two-year-old disinvestment commission, said state-owned companies should be privatised first, then allowed to choose their own partners for cross-holdings or merger. "It should be a love marriage not a forced one," he said.

"Buy-backs which could enhance earnings, create fewer problems," said a banker.

Management at VSNL and MTNL - understood to oppose cross-holdings - are likely to follow this route, with the support of the telecommunications ministry. Buy-backs could be followed by future open market sales.

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"Frankly cross-shareholdings are an absolute disaster," said a banker. "You force companies to commit capital for very little return." The Ministry of Petroleum is pressing Indian Oil, ONGC, and possibly GAIL

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IN MALAYSIA  
Ige rules Anwar sex  
dence is 'irrelevant'

ESE CORRUPTION  
ce action halts spending

4 POLITICS

tion call follows vote

s-shareholdin  
; private sales

By Peter Montagnon,  
Asia Editor, in London

In the bad old days, which means as recently as last summer, Brazil's devaluation would have sparked a chain reaction around many of the world's emerging markets. Yesterday followed that pattern, but only partially. Asian currencies showed a little change on the day but equities fell sharply in some cases.

Soul shares closed down 4.5 per cent, Manila was off 4.8 per cent, and Jakarta 2.5 per cent. But Hong Kong slipped less than 1 per cent

on the spot improvisation, it was the final culmination of several months of intense conflict at the highest levels of the Brazilian government.

Ever since the Russian default in August put Brazil under immense pressure, ministers had been at loggerheads over the exchange rate.

While Pedro Malan, finance minister, and Mr Gustavo Franco, the president of the central bank, insisted on holding tight, Luiz Carlos Mendoza de Barros, then communications minister, and José Serra at the health ministry began pushing for a devaluation.

While Mr Malan was sent to Washington to negotiate a bailout from the International Monetary Fund on the understanding that there would be no change in policy, Mr Cardoso started planning the creation of a new super-ministry to run all the state's economic activities, including its development banks. The new ministry of production, which was to be headed by Mr Mendoza de Barros, would have been a powerful counter-point to the finance ministry and central bank and would have ensured near-constant tension over currency policy.

However, a scandal over the July privatisation of Telebras forced a change of plan. When the press published taped conversations of Mr Mendoza de Barros appearing to manipulate the auction, he was forced to resign from the government.

The IMF package was announced on November 13. But before long, concern and frustration grew in Washington at legislative delays and setbacks to the economic programme.

The decision to stick with the old exchange rate policy – which allowed for a gradual 7½ per cent annual slide – had come in November after an extensive debate, which left senior officials in Washington with some doubts. One agreed that the policy, at the time, appeared to be "the least bad option".

The government's budget cutting strategy was also not taking hold. Congress rejected an important proposal in December and blackmailed Mr Cardoso into giving them a raise.

When Mamar Franco, the former president and new governor of Minas Gerais, declared a moratorium last week on the state's debts to Brasilia, the accumulation of political setbacks for the government sent markets

into a tailspin. With a devaluation looking ever more likely, Mr Franco, the architect and principal defender of the strong currency policy, found himself increasingly isolated within the government, even with colleagues at the central bank.

His replacement on Wednesday by Francisco Lopes, his effective number two at the bank, represents considerable professional and personal continuity. Both men were born into the political elite (Mr Lopes' father was finance minister, Mr Franco's a presidential adviser); they both went to Harvard and used to teach at the Catholic University in Rio, along with Mr Malan. They also played central roles in the design of the Real plan, Brazil's anti-inflation economic programme.

However relations had cooled in recent months, as Mr Lopes has come to argue for a more flexible currency policy and rumours gathered pace of Mr Franco's imminent departure. Mr Franco, who would have been pushed had he not taken the initiative, chose to deliver his resignation speech on his own, rather than alongside his successor.

The constant target of ever more virulent attacks from businessmen, trade unions and politicians alike, Mr Franco, 42, reflected on the emotional and psychological pressure he had found himself under. "People do not realise the extent of the stress and solitude that comes from the defence of principles and policies

directed at the majority, which are opposed by powerful interests," he said.

Now Brazil and the IMF will have to pick up the pieces, hoping that a further run on the currency does not force a further devaluation.

Companies & Finance Page 15



## Schröder urges G7 action on 'architecture'

By Frederick Stidemann  
in Berlin

Gerhard Schröder, German chancellor, said yesterday the latest bout of emerging market financial volatility, spearheaded by the Brazilian devaluation, was further proof that *laissez-faire* policies alone was not enough to help the developing world.

Speaking in Berlin, Mr Schröder said recent developments underscored the need for the Group of Seven leading industrial nations to reach an agreement at their Cologne summit in June over the establishment of a global financial "architecture". Germany currently holds the chair of G7.

Mr Schröder said he hoped the Cologne summit would produce an agreement on greater transparency in financial markets, more coordination between governments to avert crises and greater involvement of the private sector in assuming risks.

His remarks came ahead of a meeting today and tomorrow of Asian and European finance ministers in Frankfurt. Mr Schröder said the meeting would be one of several significant steps

towards agreeing an international financial architecture.

The chancellor, who met earlier this week with Keizo Obuchi, Japan's prime minister, said there was common agreement among the leading industrial nations. "The basic principle that *laissez-faire* is not a correct policy for these markets has established itself."

Mr Obuchi recently toured European capitals to raise support for his proposals of "trilateral co-operation" between Japan, Europe and the US aimed at providing greater stability in the world currency markets.

Mr Schröder said a solution to volatility in emerging markets required greater consideration of social and political factors.

He said there would be "no harmonious development in poorer regions of the world if one believes one needs to only take consideration of narrow economic questions."

There would be further crashes and turmoil if social and ecological questions were not taken into consideration as well. Mr Schröder said the Cologne summit would also include deliberations on "social dumping" and child labour.

lenders in Brazil could add to the general mood of risk aversion which is inhibiting credit flows to the rest of the world. Yesterday's credit downgrade by Standard & Poor's was not encouraging in this respect.

Such large losses would hurt countries such as Thailand and South Korea, which still have large debts and need capital inflows to revive their crippled economies.

Even if Brazil does not spark a more generalised market crisis, its devaluation will have done little for the cause of a much-needed economic recovery.

Ma Guan, regional economist at Salomon Brothers in Hong Kong, agreed that a period of instability could lie ahead as the Brazilian currency was likely to fall further. But he added, some things had changed since the crisis was at its height.

In particular, the yen, the weakness of which aggravated the problems of other Asian currencies last year, has recovered strongly, allowing the crisis-ridden country to cut its domestic interest rates sharply in recent months.

That could spell trouble for Hong Kong's peg just at a time when the territory is already grappling with the consequences of a weak economy and the bankruptcy of GIC, the heavily

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## BRITAIN

INSURANCE MARKET REGULATOR INVESTIGATES 'GROSSING UP' CASE INVOLVING \$2M

# Lloyd's slams 'offence' by brokers

By Andrew Bolger,  
Insurance Correspondent

Regulators at the Lloyd's insurance market said yesterday they were determined to crack down on 'grossing up' by brokers — overcharging clients by misrepresenting the premium paid to underwriters.

David Gittings, director of regulation at Lloyd's, said grossing up was the 'number one offence' his department had to deal with when he yesterday presented Lloyd's regulatory plan for 1999.

The report says trans-

actions with high brokerage costs have been monitored. 'As a result of this process, we have identified two major cases of "grossing up" this year [1998], the largest amounting to over \$2m, which are currently under investigation.'

Guidance on this issue has already been issued to the market, generating several disciplinary cases. 'More needs to be done, however, in clarifying the legal position, encouraging full disclosure and issuing guidance in relation to complex commission arrangements,' says the report.

The regulators say the 1998 underwriting year has seen some of the worst underwriting conditions for at least a decade, not just at Lloyd's, but throughout the global insurance industry.

'It is inevitable that some syndicates, perhaps many, will suffer underwriting losses,' says the report. 'Such a market has an effect on the behaviour of market firms, which we will continue to monitor to ensure that the interests of policyholders and capital providers are not put unduly at risk.'

The report says weak market conditions and tough

competition are causing difficulties for a number of the 170 Lloyd's brokers, who control some \$16bn (£800m) of insurance assets.

'Consolidation has led to the emergence of a small number of dominant brokers, and financial pressure on small and medium sized brokers is expected to intensify in 1999. In 1998 some 50 per cent of brokers made a pure operating loss and relied on investment income to make a profit. However, continuing low interest rates will reduce these returns.'

Mr Gittings said Lloyd's was considering whether it

would be possible to introduce different regulatory arrangements for individual and corporate capital, since limited liability capital this year accounts for 73 per cent of the market's capacity.

He said: 'Lloyd's needs a system of regulation appropriate to tomorrow's market, not yesterday's. Lloyd's is a wholesale, professionals' market and must be regulated as such. We cannot, in the late 1990s, continue to operate without question the regulatory arrangements that were introduced to address the problems of the 1980s.'

## Blair is hailed for shunning 'isolation' in Europe

By Ralph Atkins in Bonn

Tony Blair, the prime minister, has been awarded this year's prestigious Charlemagne prize by the German city of Aachen because of his role in recognising the importance of the European unification process for the future of the continent.

The citation said Mr Blair 'has turned away from the self-isolation of Great Britain and strives instead for a more active, constructive role in Europe'. The prize has been won previously by François Mitterrand when president of France, and ex-chancellor Helmut Kohl of Germany, as well as Sir Edward Heath and Sir Winston Churchill, both former British prime ministers.

The citation praised Mr Blair as an outstanding politician 'who wants to join actively and constructively in shaping the future development of the European integration process in the context of the European Union'. Mr Blair had 'brought Great Britain closer to Europe again'.

For the first time 'in many years' the UK government was playing a decisive role in determining the course of the European Union. The prize, which includes an award of DM5,000, (£2,556, \$2,994) will be presented in Aachen on May 13.

Mr Blair was also commended for his 'Europeanisation' of the UK through constitutional reform, including embedding the European human rights convention in British law. The French-German-UK triangle had been given a 'new swing'.

The premier had also helped 'decisively' to bring peace in Northern Ireland.

The prize has been awarded almost every year since 1950 to prominent Europeans who have contributed to unification.

## NEWS DIGEST

## NORTH SEA OIL

## Scottish revenue warning to pro-independence party

An independent Scotland would enjoy a much smaller share of the UK government's North Sea oil revenues than the Scottish National party has claimed and would be seriously disadvantaged by low crude prices, according to a new academic study. The study, conducted for The Economist magazine by Professor Alex Kemp of Aberdeen University, says Scotland would receive only 57 per cent of UK North Sea oil and gas revenues at current oil prices of under \$14 a barrel.

This compares with repeated SNP claims that Scotland could benefit by around 90 per cent. The SNP campaigns for full independence for Scotland in the European Union, and oil revenues are an important component of its case that the country could prosper outside the UK.

Prof Kemp says UK government oil and gas revenues fluctuate not just with the prices of oil and gas but with the amount that oil companies are investing in development which they offset against their tax liability. His study uses a different division between Scottish and English waters from the SNP's.

• Sean Connery, the movie actor, is to be allowed to continue giving money to the Scottish National party even though he lives outside the UK. Political parties agreed yesterday to bar what they called 'foreign donations' to campaigning for the first elections, due in May, to the Scottish parliament. But Mr Connery will be allowed to contribute to the campaign because he will be entitled to vote in the elections. James Buxton, Edinburgh

## BOARDROOM BENEFITS

## Survey reveals pension burden

One in four executive directors cost FTSE 100 companies almost twice their basic pay because of pension payouts, according to a survey by PwC, the accountancy firm. This 97 per cent rate compares with an average cost of just 8 per cent for all employees.

The generous executive payouts are likely to irk shareholders, many of whom have been calling for greater disclosure on the issue for some time. PwC's survey found that pensions for some 527 directors in the FTSE 100 cost an average of 54 per cent of a basic wage of £308,000 (£508,200) last year. John Shuttleworth, actuarial partner at PwC, said that this significant cost had previously been hidden in company accounts. 'This research shows that shareholders have not been getting value for money.'

Revisions to the London Stock Exchange listing requirements for companies which reported after June 30 1997 said they should either publish the actual cost of executive pensions or provide enough information for it to be worked out. However, only 40 per cent of FTSE 100 companies chose to fully disclose the transferable cost of pensions to executives last year. Jane Martinson, London

## ILLEGAL IMMIGRATION CRACKDOWN

## Warning by haulage groups

Government plans to fine hauliers for carrying illegal immigrants will cost business tens of millions of pounds a year, haulage associations said yesterday. Blue-chip companies with just-in-time systems, which depend on regular deliveries, could be badly hit, they said.

The UK government announced plans this month to fine truck drivers £2,000 (\$3,300) for each illegal immigrant found on their vehicles. Trucks would be impounded until the driver or owner paid the fine, or proved they could pay it within a reasonable time.

The Freight Transport Association claimed yesterday the cost to business would be at least £32m. 'Given that 8,000 illegal immigrants were discovered in lorries last year, the cost of the fines themselves will amount to at least £16m a year,' it said. Sathnam Sanghera, London

## MINIMUM WAGE REGULATION

## Employers free of obligation

Most low paid workers will not have to be informed by their employer what their hourly earnings are under the government's statutory minimum wage regulations which come into force in April. Ministers have rejected — after employer lobbying — claims that there should be a legal requirement on an employer to tell every worker their average hourly earnings in their pay slip. The regulations, to be published shortly, also say that most workers do not have to be informed by their employer of the number of hours they have worked. Remained on their pay slip.

This would have enabled them to calculate more easily whether they were receiving the £3.60 (\$5.95) an hour adult or £3.00 an hour statutory minimum rates for 18 to 21-year olds. Robert Taylor, London

## LONDON PARKING

## Charges 'will have to treble'

A tripling of parking charges, a tax of £5,000 (\$8,250) a year on each workplace parking space and a congestion charge of up to £2.50 a day will be needed to reduce traffic levels in London by 15 per cent, the London Planning Advisory Committee said yesterday. Even then pollution levels from exhaust emissions will be above the targets set in the government's national air quality strategy, the committee admitted. Charles Batchelor, London

# Contrite bank is fined heavily by regulator

By James Mackintosh  
in London

The Lloyds TSB banking group was ordered yesterday to pay nearly £1.5m (\$2.47m) in fines, compensation and costs for failures in its unit trust arm.

The order came from the Investment Management Regulatory Organisation, which warned that the government's launch of the Individual Savings Account created the potential for other fund managers to make similar mistakes.

The fine is particularly embarrassing for Lloyds as it comes just four months after Abbey Unit Trust Managers, another part of the group, was criticised and forced to pay \$613,500 for almost identical problems. Lloyds TSB itself was fined £225,000 by Imro last January for miselling pensions.

Lloyds TSB is accused of a series of errors linked to poor administration of personal equity plans.

Money was paid to the wrong customers, dividends were paid late, invalid personal equity plans opened, unit trusts overcharged and records of complaints and regulatory reviews not kept properly.

Several of the problems related to small computer programming mistakes that

## Biggest Imro fines (£2000)

£2,000 Morgan Grange 1997

£750 Invesco Mill 1993

£740 Noble London 1993

£700 Jardine Fleming 1995

£425 Lloyds TSB 1999

Owned by Deutsche Bank

Source: Imro

swallowed, including entering May instead of April as the beginning of the tax year. In all, \$920,000 was refunded to 5,483 investors in diverse funds affected between 1988 and November 1998.

'The potential [for more mistakes] is there for Isas because you have got the Inland Revenue rules on the tax wrapper as well as ours,' said Judy Delaforce, head of media relations for Imro. 'It is something firms are going to have to be very careful of and something we will be monitoring closely.'

Imro, now part of the Financial Services Authority, the City super-regulator, said the fine was lower than it otherwise might have been because the bank co-operated with the investigation.

A spokesman for Lloyds TSB said it was 'extremely sorry' for the errors. 'New procedures and systems have been introduced.'

No executives were disciplined as a result of the problems, either internally or by Imro.

# Research begins on CJD treatment

By Clive Cookson,  
Science Editor

Glaxo Wellcome, the largest UK drugs group, is beginning a project with St Mary's Hospital, London, to find treatments for Creutzfeldt-Jakob disease, the incurable brain disorder linked to BSE (mad cow disease).

The researchers will use a robotic screening system developed at St Mary's to test tens of thousands of Glaxo chemicals for any that could prevent rogue 'prion protein' destroying the brains of CJD victims. They will also test drug candidates in laboratory mice.

The research will lay the foundations for a drug development programme, which could be scaled up rapidly if there turns out to be an epidemic of new variant CJD (nvCJD) among people who ate BSE-contaminated beef in the 1980s.

Scientists hope to discover the extent to which latent infection is lurking within the UK population by screening thousands of tonsils removed in routine operations over the next couple of years.

Diagnostic results from the St Mary's prion unit, published today in the medical journal *The Lancet*, con-

firms that a biopsy on a small tissue sample, removed from the tonsils in a minor operation, can distinguish reliably between nvCJD and other degenerative brain diseases. This will allow earlier diagnosis of nvCJD, which has until now depended on an analysis of the patient's brain tissue.

The St Mary's researchers believe that signs of nvCJD are present in tonsils well before it begins to affect the brain. They plan therefore to use the test to obtain a first estimate of the level of infection by examining a random anonymous sample of tonsils removed for other reasons.

John Collinge, head of the St Mary's unit, said yesterday: 'If we were to screen several thousand tonsils and found that several were positive, that would be a real cause for concern.' But because so many unknown factors were involved, a negative result would not necessarily mean there was no danger of an epidemic. Official statistics show that 35 people had died of nvCJD by the end of last November. The St Mary's group has identified five patients still alive with the disease, on the basis of tonsil biopsies.

Drug risk, Page 20

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FINANCIAL TIMES  
No FT, no comment.

Source: EBIS 158

Out of great disasters can come fruitful fresh starts. The fire that destroyed much of Windsor Castle in 1992, the final straw in the Queen's *annus horribilis*, and the public's response to the subsequent restoration - who pays? - forced the royal family to rethink its image, its financing, and, as a minor coda, the fate of the royal art collection.

Although only one painting was lost in the fire the collection was suddenly in the spotlight: its ownership; its role and its accessibility became live issues.

In fact since 1982 - with the opening of the Queen's Gallery in Buckingham Palace, efforts have been made to turn the greatest family-owned art collection in the world, with 9,000 pictures, enamels and miniatures, thousands of prints and drawings, plus exquisite furniture, porcelain, armour, jewels, etc., into a public collection. Today no major work of art, and very few minor objects, have not been available to the public on constant, or temporary, view. Now, thanks to the Windsor fire, there will be a permanent exhibition in London in a rebuilt Queen's Gallery.

After the fire came the formation of the Royal Collection Trust, chaired by the Prince of Wales, which set about raising revenue from the better presentation of the art collection to help pay for the restoration at Windsor.

With the proceeds from the summer openings of Buckingham Palace and the fee charged for access to Windsor Castle, the trust has channelled millions into repairing Windsor, enabling the project to be completed six months early, and £5m under the estimated cost of £40m.

The most obvious was doing something about the Queen's Gallery. It is a small, convoluted structure, built over the royal chapel which had been bombed during the second world war. It is tucked away, and the occasional exhibitions held there attract comparatively few visitors - less than 150,000 last year.

The new Queen's Gallery, designed by architect John Simpson, will cost £15m and be open by February 2002 to help celebrate the Queen's golden jubilee. The cost will be met from the admissions income to Buckingham Palace and from Windsor.

The new building may not please the architectural press. It dares to be resolutely conservative, and merges effortlessly into John Nash's original designs for the site in 1831. Indeed the most eye-catching feature, a pavilion which will act as the entrance, is copied from a similar structure that Nash designed in 1814 for the Prince Regent. The rest of the building is equally tasteful, with many of the interior mouldings taken from Nash designs. The main point is that it extends the space for the Queen's Gallery



A fresh start: an artist's impression of the interior of the planned new gallery

## The Queen's new treasure chest

Antony Thorncroft casts an eye over the plans for the new home for the royal family's art collection

about fourfold, and in the process covers up some ugly and unnecessary buildings.

Filling the new space presents some problems. Undoubtedly some of the great royal paintings will be on semi-permanent display, perhaps the great equestrian portrait by Van Dyck of Charles I, and similar royal portraits by Lawrence.

But the director of the royal collection, Hugh Roberts, will not want to lessen the impact of the displays at Windsor and Buckingham Palace. The Renaissance

paintings at Hampton Court deserve a more prominent showing and could be moved to the new gallery, and there are hundreds of pictures in stock which could plug gaps.

With a collection that ranges from Raphael to Michelangelo, from Titian to Mantegna, from Holbein to Canaletto, Gainsborough to Reynolds, the new Queen's Gallery will be able to present a collection of art equal to anything on display in national museums in the UK or abroad.

In addition to the permanent display there will be three or four special exhibitions a year; a gallery for works on paper, which will sometimes include the Queen's greatest treasures, the drawings of Michelangelo and Raphael; and an electronic micro-gallery: a sign that the computerisation of the collection is the next project for the accumulating profits, to be followed by improved conservation.

The new gallery will do nothing to unsettle the architecture of Buckingham Palace. The archi-

tects were chosen from a short-list of six by a secretive gathering of courtiers, and the Prince of Wales, with his interest in architecture and as chairman of the trust, will have been the decisive voice.

Before the old gallery closes later in the year there will be two more specialist exhibitions, which sum up its attractions and ethos. At the end of the month,

"The King's Head: Charles I, King and Martyr", examines the importance of icons in 17th century politics. This will be fol-

lowed by a display of Raphael drawings.

The royal collection still exists in a charmed limbo. It is, in theory, accessible to all, but still tucked away; it is owned by the Queen, but in trust to the nation; it reflects past connoisseurship rather than present enthusiasm.

Thanks to the Windsor fire the nation now has a greater awareness of the treasures held by the royal family, and the family has a greater willingness to share its inheritance.

closure. Missing from Weir's arsenal is a knock for what literary critic Frank Kermode called a "sense of ending".

A few notable successes: Stephen de Pledge took a cool, literal approach for his portion of Jona-

than Harvey's "Tombeau de Mes-siaen", scored for piano and tape. It worked. Australian pianist Mark Kruger, as a single concert

gave canny treatment to Charles Ives' Concord Sonata; and the Quartz Saxophone Quartet, wearing matching hipster suits, played Gary Carpenter's jaunty, carnival tinge "Un semaine de Bonne", based on a set of surreal

art paintings by Max Ernst.

With concerts in early January, the series seems to have found an open niche in the calendar, although only a few performances got anywhere near audience capacity.

Pierre Ruhe

### OPERA RINALDO

## Bartoli as the main attraction

Birmingham has stolen a march on London by securing the first UK performance of this *Rinaldo*, which is on tour around Europe. Rumour has it that Cecilia Bartoli, its main attraction, has a preference for the acoustics of Symphony Hall (who can blame her?).

Among Handel's operas, *Rinaldo* ranks as one of the semi-familiar, getting the occasional airing on stage, although it is more likely to be known from recordings.

Christopher Hogwood and the Academy of Ancient Music have been the prime movers in taking this concert performance on the road, though it is not difficult to see the hand of a record company in the background. A recording is indeed imminent, albeit with big changes to the cast.

Bartoli herself will remain, as she will be the prime selling-point. Those who are interested in the prospect of a recording of Handel's original 1711 version of *Rinaldo* might like to note that she does not sing the title-role, but the secondary role of Almirena, which lies more comfortably for her a little higher in the voice.

In its varied solos she was as vivid and imaginative as ever, though the trick of sounding breathless has become an annoying habit. The big advantage of Bartoli's move into Handel is that she is Italian. In Handel's own day this would have been the norm, but how many Italians do we hear singing his music now? And what a difference it makes when the singer is aware of the power of the language: one positively looks forward to all those recitatives.

In the title-role here - though not on the forthcoming recording - Eva Podles offered a contrasting mezzo voice that is deeper and larger, more the old-fashioned kind of Handelian contralto. Her heartfelt singing of Rinaldo's big arias made a considerable impact, but could hardly have been termed stylish, however generously one might try to bend the definition.

It is hard to see why the bass Gerald Finley should be replaced, as his Argante was one of the cast's brightest features. Hilary Summers sang Goffredo with measured dignity and Maria Costanza Nocentini (signed up for Glyndebourne next year, always a good pointer to future promise) brought vocal cut-and-thrust to the role of the sorceress Armida. Of the two counter-toros, Daniel Taylor was self-effacing to a fault as Eustazio, and Robin Blaze sang the Magician with Oxburgh choral purity.

Though their profile has dropped markedly in the past few years, Hogwood and his period-instrument orchestra still know how to play Handel. The performance was lively and theatrical without being hard-driven in the manner of some other "authentic" conductors. Of course, they were fortunate to have a Baroque score so full of variety to play: it is remarkable to think Handel was only 25 when he wrote it. London will finally get its chance to hear this *Rinaldo* when it turns up at the Barbican in the spring; it will feature the cast of the recording.

Richard Fairman

### MUSIC IN LONDON THE PARK LANE GROUP'S NEW YEAR SERIES

## Young artists show the way forward

Five evenings of concerts at the South Bank's Purcell Room this year's edition of the Park Lane Group's Young Artists New Year Series, ended last Friday. The 64 pieces played across 10 concerts - from modernist classics to premieres, by dozens of musicians (all under 30), solo or in ensemble - made detailing the performance impossible. The programmes were consistently enjoyable, the highlights unexpected.

This event was about young performers, with the added benefit of giving some fresh composers their first broad exposure. As it's not a composers' forum, no service was paid to cutting-edge radicalism. But not unexpectedly,

the young composers heard last week distanced themselves from the pointy abstraction of their fathers' generation: the likes of Brian Ferneyhough or Harrison Birtwistle, also programmed, have lapsed into the old-guard.

Opening night has already been discussed in these pages. Day two brought a strong combination of performer and composer with the premiere of "Reflection" by Huw Watkins (b.1976), a forceful, engaging work and companion to his recent "Coruscation". Both were played by the composer at the piano and violinist Daniel Bell, the latter with a firm, burnished tone. They made their way with equal insight and commitment

through Arnold Schoenberg's *Fantasy* and Elliott Carter's *Duo*.

One distinction this year was the inclusion of two virtuoso harpists, both French-educated, both commanding their instrument more surely, more heroically, than any of the other instrumentalists. Catherine Beynon's staggeringly animated account of Luciano Berio's "Sequenza II" had everything: she played all the notes and musical subtleties usually missing in performance. Martyn Harry's flowery "Regestimmen", in its premiere, didn't demand as much technique from Beynon, but she conveyed it in idiomatic sounds, as if it were gentle folk-guitar music from the 1960s.

James Olsen, a 16-year old composer who excitedly tried to say a lot in his "Imbroglia", shared a program with the 88-year-old Minna Keal, who didn't say

much in her "Wind Quintet". The Galliard Ensemble handled both in taut, well-rehearsed form.

From Judith Weir came two works of imaginary, cheery folk music: "Airs from Another Planet", (splendidly played by the Marais Ensemble), and "The Harpiste's String Trio", in an incisive reading by Chamber Domaine. For all her music's buoyant lightness, episodic warmth, and polished craft, it rarely leaves a satisfying or substantive impression. One problem for me is how she wraps up a piece. Her music seems to beg for a reason to move onwards, for a drive towards its finale, which would give the listener a sense of

closure. Missing from Weir's arsenal is a knock for what literary critic Frank Kermode called a "sense of ending".

A few notable successes: Stephen de Pledge took a cool, literal approach for his portion of Jona-

than Harvey's "Tombeau de Mes-siaen", scored for piano and tape. It worked. Australian pianist Mark Kruger, as a single concert

gave canny treatment to Charles Ives' Concord Sonata; and the Quartz Saxophone Quartet, wearing matching hipster suits, played Gary Carpenter's jaunty, carnival tinge "Un semaine de Bonne", based on a set of surreal

art paintings by Max Ernst.

With concerts in early January, the series seems to have found an open niche in the calendar, although only a few performances got anywhere near audience capacity.

Pierre Ruhe

### INTERNATIONAL

## Arts Guide

### BERLIN

**EXHIBITION** Hamburger Bahnhof, Berlin: Sensation: works from the Saatchi collection of Young British Artists including Damien Hirst and Rachel Whiteread. Originated at the Royal Academy in London last year, where it attracted 350,000 visitors and maximum publicity; ends Jan 17

### BIRMINGHAM

**EXHIBITION** Birmingham Museums and Art Gallery Tel: 44-121-235 2834 Sir Edward Burne-Jones: comprising more than 200 works by the Pre-Raphaelite artist, including tapestries and jewellery as well as paintings; ends Jan 17, then transfers to Paris

### CHICAGO

**OPERA** Lyric Opera of Chicago Tel: 1-312-332 2244

### COLOGNE

**OPERA** Oper der Stadt Tel: 49-221-221 6240 Die Vögel: first modern staging for Walter Braunfels's opera. Premiered in 1920, it was banned by the Nazis and largely forgotten until a recent recording. This production is conducted by Bruno Weil and staged by David Mouchtar-Samorai; Jan 15

### LONDON

**CONCERTS** Barbican Hall Tel: 44-171-638 8891 ● BBC Symphony Orchestra and Chorus: conducted by Andrew Davis in works by Messiaen. With piano soloist Stephen Osborne; Jan 16 ● BBC Symphony Orchestra and Chorus: conducted by Andrew Davis in works by Messiaen. With piano soloist Stephen Osborne; Jan 17 ● San Francisco Symphony Orchestra: conducted by Michael Tilson Thomas in works by Ives, Mendelssohn and Prokofiev. Featuring violin soloist Gil Shaham; Jan 18

### LOS ANGELES

**OPERA** L.A. Opera, Dorothy Chandler Pavilion Tel: 310-477-6300 La Traviata: by Verdi. Paul Daniel conducts a staging by Jonathan Miller; Jan 18

### MADRID

**EXHIBITION** Fundación Juan March Tel: 34-91-435 4240 Marc Chagall: Jewish Traditions. 40 paintings by the Russian-French painter

produced between 1909 and 1976. They detail Chagall's progression through such styles as Expressionism, Cubism and Surrealism; from Jan 15 to Apr 11

**EXHIBITION** Tate Gallery Tel: 44-171-887 8000 John Singer Sargent: large-scale retrospective containing 150 paintings, including major public and private loans. Includes late landscapes and American and British society portraits from the 1880s to the early 1900s; ends Jan 17

**OPERA** English National Opera, London Coliseum Tel: 44-171-632 8300 La Traviata: by Verdi. Paul Daniel conducts a staging by Jonathan Miller; Jan 18

### MUNICH

**CONCERTS** Philharmonie Gasteig Tel: 49-89-5481 8181 ● Munich Philharmonic Orchestra: conducted by Ivan Fischer in works by Stravinsky and Bartók, with violin soloist Ivan Fischer; Jan 15 ● Munich Philharmonic Orchestra: conducted by Kent Nagano in works by Liszt, Prokofiev and Stravinsky. With violin soloist Kyung-Wha Chung; Jan 16 ● Philharmonia Orchestra London: conducted by Christoph Eschenbach in works by Mozart, Prokofiev and Brahms. With piano soloist Tzimon Barto; Jan 17

### PARIS

**OPERA** Salle Pleyel Tel: 33-1-4561 6589 Orchestre de Paris: conducted by Neeme Järvi in works by

Lohengrin: by Wagner. Peter Schneider conducts a staging by Götz Friedrich. Cast includes Adrienne Piezonka and Waltraud Meier; Jan 20, 21

### NEW YORK

**CONCERTS** Avery Fisher Hall, Lincoln Center Tel: 212-875 5030 The Nutcracker by Tchaikovsky, in a staging by Russian choreographer Juri Grigorovitch, with sets and costumes by Simon Virsaladze; Jan 15, 16

### EXHIBITION

Metropolitan Museum of Art Tel: 212-873 5500 www.metmuseum.org Dosso Dossi, Court Painter in Renaissance Ferrara: includes rarely lent masterpieces from the Borghese Gallery in Rome and other European collections; to Mar 28

### OPERA

Metropolitan Opera, Lincoln Center Tel: 212-362 6000 www.metopera.org Werther: by Massenet. Donald Runnicles conducts a staging by Paul-Emile Detier. Cast includes Susan Graham and Thomas Hampson; Jan 15, 16

### PARIS

**CONCERTS** Salle Pleyel Tel: 33-1-4561 6589 Orchestre de Paris: conducted by Neeme Järvi in works by

Tchaikovsky and Franck, with violin soloist Régis Pasquier; Jan 20, 21

### PRAGUE

**DANCE** National Theatre of Prague Tel: 420-2-2108 0131 www.anet.cz/ind The Nutcracker by Tchaikovsky, in a staging by Russian choreographer Juri Grigorovitch, with sets and costumes by Simon Virsaladze; Jan 15, 16

### ROME

**EXHIBITION** Palazzo delle Esposizioni Tel: 39-6-474 5903 Valori Plastici: taking its title from a short-lived magazine published by Roman art dealer Mario Broglio, who managed such names as Di Chirico, this show includes sculpture and paintings, mainly by Italian artists, but also including little-known works by Picasso, Klee and Grosschmidt. Ends Jan 18

### WASHINGT

**OPERA** Washington Opera, Kennedy Center Tel: 1-202-295 2400 www.dc-opera.org The Crucible by Robert Ward. New production by Bruce Beresford, conducted by Daniel Beckwith



## EDITOR

Hoarding  
has caused  
the crisis  
in the  
economy

work is  
ontiers

## FINANCIAL TIMES

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Friday January 15 1999

## Commission gets a bloody nose

A democratic government might be delighted to win a vote of no confidence with only 44 per cent against it. But the result of yesterday's censure motion in the European parliament must be regarded in a very different light.

It is an important round of what may prove to be a long struggle between the parliament and the European Union's Commission appointed by the Council of Ministers. And the vote highlights long-standing deficiencies.

The appointment of the 20 commissioners has too often been the result of horse trading between different countries and the repayment of political debts. Once appointed, commissioners cannot be sacked individually, although in extreme cases the European Court of Justice could get rid of them. This excessive security of tenure can lead to complacency, non-attendance, cronyism, fraud and mismanagement. Even if most commissioners are hard working and effective, the reputation of the whole Brussels bureaucracy is damaged by a few cases of unpunished laxity.

In this case, two commissioners were accused of mismanagement: Manuel Marin, formerly responsible for humanitarian aid, and Edith Cresson, responsible for education. The charges may be unfair, but the two commissioners failed to make any significant effort to answer them. The commission as a whole, under its president, Jacques Santer, retreated behind the doctrine of collective responsibility.

It is not surprising that the parliament failed yesterday to muster a two-thirds majority to sack the lot – its only option in such cases. But the 223 votes in favour of a motion to get rid of it

them cannot – as on past occasions – be shrugged off as political posturing. In the first place the vote is much larger than in any of the four previous censure motions. Second, the issue is more serious.

The cleaning up operation promised by Mr Santer in response to parliamentary criticism is welcome, but it is not enough. The EU's member nations need to start the process of framing a new political constitution for the EU. It is already common ground that the launch of the euro and plans to enlarge the union require some important changes.

But a broader agenda is now needed, to make the commission more accountable, to make EU decision making – particularly in the council of ministers – much more open, and to infuse the whole system with more political legitimacy.

As EU members are brought closer together, first by economic integration and later by foreign policy co-operation, the parliament will inevitably seek more influence in the long run a stronger parliament is deserved. But it must earn its powers.

It is now almost the only democratic check on the European Central Bank, which is in danger of becoming far too remote and uncommunicative. Two remedies are needed. First, the parliament must develop to become more than a terrier snapping at the heels of policymakers. It can become a guard dog with a respected bark.

And second, the other European institutions must adapt. They must accept a higher degree of accountability to all the voters of the European Union.

## Fear of flying

Ask most people what frightens them most about the millennium computer bug and the answer must be air travel.

Nearly all western airlines have updated their computers so that malfunctioning aircraft do not crash when internal calendars switch to 2000. Now the Chinese government has hit on a grimly persuasive way to demonstrate air safety in the east.

The order has gone out that all Chinese airline bosses must be in the air, in their own carrier's aircraft, next January 1. This is not a new idea. Also in the skies next January 1 will be Jane Garvey, head of the US Federal Aviation Administration, who will fly coast to coast across the US to demonstrate her faith that all will be well. Unlike her Chinese counterparts, she has chosen to do this. China's air bosses will probably be taking a greater risk than Ms Garvey, who will be flying to and from more sophisticated airports in more up-to-date aircraft.

Either way, both the Chinese and US air travel authorities

have missed the point. The big aircraft manufacturers have worked hard to debug the batteries of computers and chips that control modern aircraft. But – and here is the point – it will be far harder to debug air traffic control systems on the ground. Their computer systems are more complex and numerous. There is no guarantee that some of the world's more far flung airports will have mastered the bug.

Even if the main air traffic control systems are fine, support programs, such as those controlling power and light, may be vulnerable – especially in countries with a high proportion of pirated software. So the risk will come from the ground more than the air. That is why KLM has said it might not fly from New Year's eve, to an unpublished blacklist of airports where it mistrusts traffic control systems.

If air transport authorities want to make a convincing gesture, they should invite air traffic control bosses to join airline executives on the flight deck next January 1.

## Sell it cheap

The continuing woes of Marks and Spencer, still widely regarded as the UK's leading retailer, plainly owe something to unforced errors of management. But they also point to a wider theme. Perhaps deflationary forces, in goods as opposed to services, are stronger in the UK than has yet been generally supposed. Perhaps, too, the power of the big oligopolistic retailers to resist those forces is breaking down.

In recent months, there has been a rising tide of public resentment in the UK against perceived over-charging. Why does meat still cost so much when British farmers are going out of business? Why do cars cost so much more than elsewhere in the EU? Why do travellers to New York find they pay the same dollars for clothes or food as they do pounds in London?

All those complaints have to do with physical products. The public is less disposed – so far, anyway – to complain about the cost of haircuts.

Hence an apparent anomaly: the fact that while most retailing stocks in London fell sharply yesterday, Dixons – the UK's dominant supplier of consumer electronics – has risen 16 per cent in just two days. This is mainly because Dixons announced on Tuesday that its new internet access service had signed up almost 1m customers in its first four months.

This illustrates a familiar theme: that inflation is a thing of

## COMMENT &amp; ANALYSIS

# How immune is Wall Street?

Richard Waters explains why US investors and Corporate America seem to have taken bad news from Brazil in their stride

**A** sliding Brazilian real. A soaring yen. A new European currency that has vacillated in its search for a place in the international currency system.

It may only be the second week of 1999, but there has already been enough turbulence to suggest that this year may be no less bumpy than last in worldwide foreign exchange and securities markets.

And what has Wall Street's reaction to all of this been? To shrug off the latest vexing symptoms of a discordant world economy. Little seems to face US investors. Latin America's largest economy devalued and the Dow Jones Industrial Average falls a modest 125 points – 1.3 per cent – that day. Rupert Murdoch says that internet stocks are overvalued but the Nasdaq Composite (which has many technology companies in it) falls less than the Dow.

The currency markets may be reflecting Asian recession and Latin American woes but US investors seem to have decided that the worst of the international crisis is already past.

In 1998 turned out to be another record year for US share prices, then history will well record that the tone was set almost before the year had begun. Why are US investors so bullish? And are their hopes justified?

Behind their resilience lies an apparent belief that the US domestic economy, the strongest engine of world growth, will continue to whir away regardless, much as it did last year. The very speed of the turnaround in stock market sentiment, after the first wave of panic triggered by Brazil's devaluation had passed, seemed to sum it up: Wall Street believed it had already looked into the abyss and it is not that scary.

That message has been brought home by the resilience of a group of stocks that has come to symbolise the latest leg of the greatest bull market the US has ever seen. Technology companies in general – and internet stocks in particular – staged one of their most spectacular rises in the first week of this year. Nasdaq rose 10 per cent in the first six trading days of the year. The rise of the internet may be responsible for the biggest bubble Wall Street has seen for some time, but it is a bubble that has proved remarkably tough to prick.

The past two weeks' turbulent events in financial markets have been "like a fast-forward video tape" of what happened last year, says Jack Malvey, director of fixed income research at Lehman Brothers. American stocks and corporate bonds rose strongly as soon as the year began, were presented with signs that the US economy was threatening to overheat again, and have now seen the flip side of the worsening situation in Asia and Latin America, all in the space of two weeks.

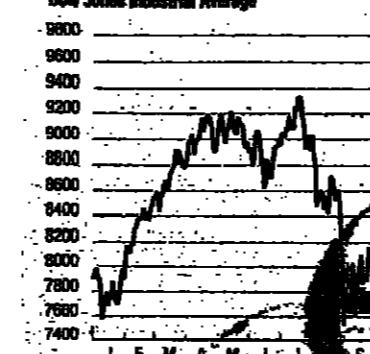
The stock market believes it has seen this video before, with no adverse side-effects.

The latest bout of volatility in world markets – particularly in Brazil – does raise fresh questions about Wall Street's equanimity. However, the feel-good mood is based on optimistic assumptions about the resilience of the US financial system, the outlook for the profits of American companies, and the stability of the domestic economy. While optimism about the financial

### The indestructible Dow

Rebounding to new highs...

Dow Jones Industrial Average



Oct Nov Dec Jan 1998 99

100 110 120 130 140 150

Technology Composite

100 110 120 130 140

150

160

170

180

190

200

210

220

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260

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## THE LEX COLUMN

### Touch and go

Six months ago Kodak was a clear recovery story. Now the picture is blurry again. The much-heralded cost cutting programme put in train by George Fisher, chairman, appears to be fizzling out. After garnering savings of \$650m in the first three quarters of 1998 - well in excess of the \$500m full-year target - the fourth quarter yielded only \$80m and December none at all.

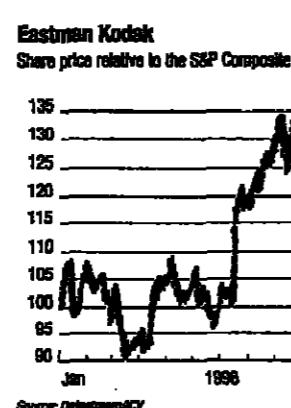
The company blames one-off factors, including bad debt provisions in emerging markets. And it has increased this year's cumulative cost savings target from \$1bn to \$1.2bn. But yesterday's 10 per cent drop in the shares suggests investors are more sceptical. Since Kodak's administrative expenses are still over 25 per cent of sales, twice the level of rival Xerox, there is clearly still fat to cut. The loss of momentum is therefore all the more worrying.

If lower costs fail to drive Kodak's recovery, what will? While its US market share has stabilised following Fuji's 1997 assault, this has been largely a result of Kodak slashing film prices in response - by 13 per cent in 1998. Even so, volume growth in western markets remains sluggish and Latin America's problems could undermine hopes of 10-20 per cent earnings growth this year. Much depends on how rapidly consumers warm to digital cameras, which is still unclear. At this point, Kodak's 40 per cent discount to the US stock market looks suitably cautious.

#### Vodafone/AirTouch

Is Vodafone going too far? Not only is it considering sweetening its \$55bn offer for AirTouch. It is also prepared to structure the deal in such a way that it would take a massive goodwill hit - meaning the new company would report losses for several years. The second issue is merely cosmetic as goodwill amortisation has no effect on cash flow. And, as such, growth-up investors should not be worried. The snag is that during the current merger boom so much effort has gone into avoiding goodwill charges that one suspects not all investors will be grown up.

Improving the largely share offer is another matter because this would reduce the cash flow available to Vodafone shareholders. On the face of it, Vodafone is



sounds radical for M&S. But it needs some strong new people to push through the cultural revolution. Decision-making is to be more decentralised. But the dismantling of fiefdoms has to be brutal to avoid drawn-out turmoil. Meanwhile M&S has to woo back customers who must feel that the buzz about new ranges - not easy when M&S's travails are splashed across newspapers.

To keep prices competitive, costs need to come down through more skilful sourcing. And M&S needs to address loss-making European markets, possibly getting out of the worst ones. Despite the gloom, the shares - on a forward price/earnings ratio of around 21 - are hardly bargain basement. But aggressive international retailers may note its market value has slipped below twice book value. St Michael's halo has slipped. The management should be on guard lest it disappear altogether.

#### Scania

For a company with almost a fifth of its sales in Latin America, Scania is proving surprisingly immune to the Brazilian crisis. Since December, the Swedish truckmaker's shares have jumped by about 25 per cent. Such is the power of merger mania. Valued at nearly \$4bn, Scania is small enough to be vulnerable, especially as its shares remain just below the 1996 SKr180 flotation price.

But while it is easy to speculate about potential partners, the cyclical boom has removed much financial pressure to do a deal. And some truckmakers, such as Fiat and Volvo, are distracted by the maturing of their car operations.

Scania's warning on Brazil, however, is a reminder of how quickly pressure can mount. The European truck-buying spree has probably peaked. A rapid slowdown would jeopardise Scania's profit margin recovery from teething troubles with its Series-4 truck. The question for Investor, which has 25.5 per cent, is whether to prompt Scania to negotiate now. The US is the obvious gap in its coverage, so a tie-up might be attractive with Navistar or Renault's Mack.

Investors should hope for some action especially given the downside risks to the forecasts underpinning Scania's renewed premium rating.

## CONTENTS

### News

European News 2.3  
American News 7  
Asia-Pacific News 8  
World Trade News 4  
UK News 8  
Weather 12

### Features

Editorials 11  
Letters 10  
Management/Technology 20  
Observer 11  
Arts/Arts Guide 9  
Analysis 10,11  
Crossword Puzzle 24

### Companies & Finance

European Company News 16  
Asia-Pacific Company News 18  
American Company News 14  
International Capital Markets 22

### Markets

Bonds 22  
Bond futures and options 22

Short term interest rates 23

US interest rates 22

Currencies 23

Money markets 23

FTSE/P&G World Indices 31

Europes 21

World stock markets reports 34

World stock market listings 31

London share service 28,29

FTSE Actuaries UK share Indices 30

Recent issues, UK 30

Dividends announced, UK 19

Managed funds service 25-27

Commodities 24

FTSE Gold Mines Index 30

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Takeaki Noda, left, smiles after being appointed Japan's home affairs minister by prime minister Keizo Obuchi, right. Page 6

## FT WEATHER GUIDE

### Europe today

North-western Europe will remain unsettled with strong winds and rain. Scandinavia and the Baltic states will be cold with snow moving north-east. Central Europe will have showers. Poland will have sleet and snow pushing eastwards, while wintry showers will affect the mountains of Romania and Yugoslavia. The Mediterranean will be very settled with high pressure persisting to give some sunshine. However, parts of Turkey, Cyprus and Malta will have thundery showers.

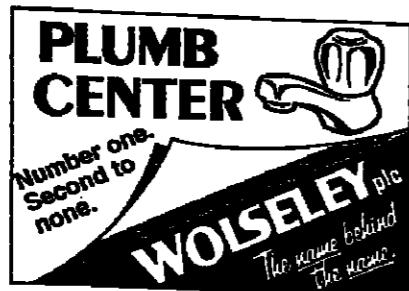
### Five-day forecast

North-western parts will stay unsettled and windy with rain. The western Mediterranean will become less settled as a cold front pushes southwards during the weekend. The eastern Mediterranean will turn colder while eastern Europe will become more settled. Scandinavia and the north-east will stay wintry.



### TODAY'S TEMPERATURES

	Calo	Sun 19	Fri 20	Sat 21	Sun 22	Mon 23	Tue 24	Wed 25	Thu 26	Fri 27	Sat 28	Sun 29	Mon 30	Tue 31
Maximum	Barcelona	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Cold front	Beijing	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Clouds	Berlin	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Rain	Berlin	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Snow	Berlin	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Wind	Berlin	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Clouds	Brussels	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Rain	Brussels	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Snow	Brussels	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Wind	Brussels	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Clouds	Budapest	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Rain	Budapest	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Snow	Budapest	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Wind	Budapest	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Clouds	Edinburgh	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Rain	Edinburgh	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Snow	Edinburgh	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Wind	Edinburgh	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
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Snow	Edinburgh	Sun 12	Fri 10	Sat 11	Sun 13	Mon 15	Fri 18	Sat 20	Sun 22	Mon 24	Tue 26	Wed 28	Thu 29	Fri 30
Wind	Ed													



## COMPANIES &amp; MARKETS

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FRIDAY JANUARY 15 1999

Week 2



## INSIDE

## Producers are Italy's new princes

To outsiders, Italy seems like a peerless haven of consumer luxury: home of Gucci shoes, Prada handbags and Alessi kitchenware. But, ironically, Italians have the weakest consumer rights of any state in Europe and the balance of commercial power remains firmly on the side of the producer. Page 20

## Retail therapy at a discount

Europeans, it seems, are getting hooked on discount shopping. According to the newly published Factory Outlet Centre Report, gross lettable area of European factory outlet centres has grown to 413,160 square metres from almost nothing 10 years ago. Page 18

## SFA shuts another trading firm

The Securities and Futures Authority, which regulates UK futures and options, has shut another firm trading in complex derivatives instruments after one of its clients lost £500,000, in the second case of its type in less than a month. International Futures Corporation was a London-based firm carrying out "back-to-back" trades matching identical trades between clients - in foreign exchange and exchange-traded derivatives. Page 22

## Calming stormy waters on the Nile

Attempts by Sherif Raafat, former chairman of Cairo's Stock Exchange, to shake up the Egyptian market, ended with him resigning in December. But his successor, Sameh Torgoman, says the programme of reform will remain the same in spite of the change at the top. Membership rules are to be refined, a new automated trading system installed, and clearing and surveillance systems streamlined. Page 34

## Hungary issues 10-year bonds

Hungary has become the first country in post-Communist central and eastern Europe to issue 10-year bonds, timing its auction of Ft12.5bn (£57.89m) of new paper to coincide with a sharp rebound in its domestic bond market. The issue was seen as a ground-breaking move that could be followed by other governments in the region. Page 22

## Coalition moves boost Tokyo

Yen weakness and the formation of a coalition government set the scene for a positive stock market performance in Tokyo and helped investors shrug off concerns about Brazil. Page 34

## Hard times for metals producers

This year's Financial Times poll of metals analysts contains little comfort for producers. It suggests that average 1999 prices of all the base metals, except zinc, could be even lower than the depressed 1998 averages. Page 24

## COMPANIES IN THIS ISSUE

ABN Amro	15	Marconi Space	4
Agora	15	Metra	16
Airtouch	14, 13	Motorola	14
BAM	15	Nissan Motor	18
BG	30	Oracle	14
BP Amoco	15	Petrofina	16
BPH	16	Petrobras	13
Banco BBA	13	PowerGen	30
Banco Bilbao Vizcaya	15	Publitas	14
Banco Popular	15	Qualcomm	13
Banco Real	15	Repsol	15
Banco Santander	15	Roche	16
Banesta	13	SPT	15
Bell Atlantic	14, 13	Scania	16, 13
Bell Canada Int	15	Sears	30, 19
Brahma	15	Sina Media Corp	13
Britannic	30	Sohu	13
Charles Schwab	14	Sprint	12
Citibank	18	Stagecoach	18
Coca-Cola	18	Stanley Leisure	19
Creditanstalt	13	Stone Rich Sight	13
Delmer Chrysler	18	Storehouse	30
Dixons	30	Sun Life	16
Dow Jones	13	Swisscom	16
Embraer	15	Telefónica	16
English China Clays	19	Telefónica	30
Ericsson	4	Thames Water	13
Globe Wellcome	8	Thyssen	13
HypoVereinsbank	16	Total	16
Imetal	19	True North	14
Intel	13	Unisys	14
KPN	18	United Utilities	30
Krupp	13	Vodafone	14, 13
Lockheed Martin	4	Volkswagen	15
MPS	15	Volvo	13
Marks and Spencer	18, 30	YPF	15

CROSSWORD, Page 24

## MARKET STATISTICS

Annual reports due	28	Emerging Market bonds	22
Benchmark Govt bonds	22	FTSE Actuaries share index	30
Bond futures and options	22	Foreign exchange	22
Bond prices and yields	22	Gilt prices	22
Commodities prices	24	London share service	25, 22
Dividends announced, UK	19	Managed funds service	25
EMI currency rates	22	Money markets	22
Euro prices	22	Non-Iff bond issues	30
Embank price	22	Recent issues, UK	30
Food industry indices	22	Short-term rates	22
FTSE/A World Indices	31	Stock markets	33
FTSE Gold Mines Index	30	US interest rates	22
	31	World stock markets	22

Last, Page 12  
Mixed signals, Page 15

FRIDAY JANUARY 15 1999

## Vodafone may raise AirTouch bid

\$55bn offer could be improved and structured as acquisition

however, indicate that the bidding war for AirTouch is about to enter its most intense stage.

Airtouch is one of the US's biggest independent wireless telephone operators, and would give Vodafone and Bell Atlantic immediate access to the fast-growing US mobile communications market.

Earlier this month, it emerged that Bell Atlantic had offered approximately \$45bn for AirTouch. The disclosure led to Vodafone making a \$35bn offer.

Since both companies have been holding talks with AirTouch, Vodafone had hoped to structure its AirTouch offer

under UK merger accounting rules.

This would mean that the UK company would have been able to avoid taking charges against its earnings to amortise the price it paid above book value - goodwill for the merger with AirTouch.

However, people close to Vodafone say they are preparing investors for the deal to be structured as an acquisition.

This would enable the UK group to raise its offer of approximately \$30bn in stock and \$4 per share in cash.

Those close to the company were keen to stress that the

Vodafone's original \$55bn merger offer was the largest unsolicited bid of all time, and previous large scale deals structured as takeovers have not performed well.

Yesterday Vodafone's share price rose 12p to £10.51%, on the back of positive analysts' notes. Dresdner Kleinwort Benson and BT Alex Brown, the investment banks, raised their price target for Vodafone to £15 on the assumption that it will complete the AirTouch deal.

At lunchtime in New York yesterday, AirTouch's stock price was up \$2 at \$78. Bell Atlantic's stock price stood at \$54, down \$4.

Structuring the deal as an acquisition should also give Vodafone more flexibility in selling off AirTouch assets.

Lex, Page 12

## Chinese net groups plan listing overseas

By James Kyne in Beijing

Two of China's leading internet companies plan to list on overseas stockmarkets, providing retail investors with their first opportunity to venture into one of cyberspace's most promising but perilous frontiers.

Internet subscribers in the world's most populous nation doubled in the second six months of last year to an officially estimated 2.1m. But problems facing the sector include a relatively weak domestic advertising market, the embryonic state of e-commerce and the risk that the nation's communist leaders could clamp down on the net if the political climate changed.

Sohu, the country's top portal company and leading internet brand name, plans to seek a listing on Nasdaq, Hong Kong's second board in 2000, said Charles Zhang, chief executive officer. In a similar move, Stone Rich Sight, one of Sohu's chief competitors, is planning to list on Nasdaq in the third quarter of this year.

Sohu, which began operations 11 months ago, was set to "break even" in its first year, Mr Zhang said.

He said the company was still open to investments until its planned initial public offering and was in talks with some companies but refused to disclose further details. The company, which is registered in China, would be listed as the main part of its parent, the US-registered ITC.

Sohu's shareholders already include Intel, the US computer chip company, Dow Jones, the US media group, and Nicholas Negroponte, director of the media lab at MIT. Mr Zhang did not say how much the company was looking to raise.

Stone Rich recently merged with Sina Media Corp, a Taiwanese internet portal registered in the US. As the merged company, Sina Inc, is registered in the Cayman Islands it does not need approval for a foreign listing from China's stock market regulatory body.

Sina plans to use the proceeds from its planned IPO to expand into markets where there may be a demand for Chinese-language internet services such as Hong Kong, Singapore and the US. But it plans to maintain its focus on the mainland China market.

Back into listing, Page 18

## Thyssen suffers fall in sales

Blow for German steel producer's forthcoming merger with Krupp

By Uta Henschel in Frankfurt

Thyssen, the German industrial group, yesterday damped investors' expectations for its forthcoming merger with Krupp, whose merger is scheduled for March 1. did not provide combined pro forma figures for their first quarter. Neither did Krupp provide any of its own figures for the October-to-December period.

Analysts had been keen to see a first set of joint numbers in order to update estimates for the group's future earnings potential, especially as the merger will be deemed retrospective from last October.

Instead, Krupp and Thyssen merely provided earnings per share figures for their year ended September 31, for which they already reported full results at the end of last year.

Thyssen reported earnings per share of DM56, up from DM28 in 1997, while Krupp said it earned DM28 a share in its shortened fiscal year, up from DM25 in its full 1997 year. Krupp shortened its 1998 year in line with Thyssen.

Though Thyssen-Krupp's fortunes will remain closely tied to that of steel's increasing focus on industrial services and technical materials will make it less vulnerable. However, steel inventories have started to decline and there are signs that global cuts in production are bearing fruit.

Ekkehard Schulz, Thyssen chairman, said yesterday he expected steel prices to start rising by summer.

Given Thyssen's cyclical nature, it is only natural that it would be affected by the fall in steel prices," said Michael Riedel, steel analyst at Bankgesellschaft Berlin.

In the first quarter alone, steel sales were down 10 per cent and steel production fell 22 per cent, Thyssen said, although orders from the auto



Thyssen chairman Ekkehard Schulz, left, with Krupp's Gerhard Cromme

industry compensated for some of these losses.

Mr Riedel and other analysts were disappointed that Thyssen and the steel and engineering group Krupp, whose merger is scheduled for March 1, did not provide combined pro forma figures for their first quarter.

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## COMPANIES &amp; FINANCE: THE AMERICAS

INTERNET ONLINE INVESTORS COMPLAIN OF LONG DELAYS ON BUSIEST DAYS

## Market turmoil highlights web trade problem

By John Labate in New York

The volatile share trading that hit US markets on Wednesday highlighted the problems that internet-based trading companies face, as well as the opportunities the largest of them are likely to exploit, industry analysts said yesterday.

Active online investors, known as day traders, are the stock market's recent high-growth sector, with an

explosion of internet-based stock trading in recent months. But many online traders complain of long delays when executing trades on the busiest days, situations that can mean considerable losses in the market's most volatile stocks. The problem of increasing service levels to online traders is the leading problem facing the business of internet trading.

"Without a doubt this cre-

ates opportunities for these companies to offer guarantees to their capacity, and to do it now," said Michael Gazala, money and technology analyst at Forrester Research.

Such guarantees are a long way off. For the largest online brokers, the problem is being addressed by adding ever-greater capacity to handle the increase in trading volume and online traffic on heavy stock trading days

such as Wednesdays, when customers need quick access to their portfolios.

Charles Schwab, for instance, more than doubled the number of computer servers that handle its online traffic between March and December of last year to 100. But the number will continue to rise. Last Friday Schwab reported a record 55m hits to its website, a situation that caused a 15-minute outage in its service, its

first breakdown for several months.

Schwab has also been one of the leaders in service, trying to channel traffic through its telephone operations and regional offices when online customers face delays. But such upgrades are in their early stages.

The most sophisticated online investors have managed to find ways round trading and access delays,

including having multiple online accounts when one system is down. For many, the problems require them to remain with a traditional broker as well.

"If you are an aggressive day trader, you have to have a full-service broker who will pick up the phone on the second ring while the system's gridlock on the online system," said Fane Lozman who runs Scanshift, a maker of electronic quote software.

## Services arm helps Unisys back to profit

By Louise Kehoe

in San Francisco

Unisys, the troubled US computer and services group, yesterday reported its first full year of profitability since 1988, with growth in its services unit.

Larry Weinbach, chairman and chief executive, who joined Unisys in September 1997, said services would be the key to Unisys' future growth. "That is where the value-added lies," he said.

Services now represent about 67 per cent of Unisys' revenues, up from 58 per cent two years ago. The trend will continue, with services growing to about 75 per cent, Mr Weinbach predicted.

In the same period a year ago Unisys recorded a net loss of \$62.3m, or \$4.75 a share, after charges. Excluding the charges, year-earlier profits were \$8.5m, or 25 cents a share. Revenues for the quarter were up 8 per cent to \$2.05bn.

The quarter topped a year of improvement during which Unisys' share price more than doubled. In mid-session yesterday the shares were trading at \$34.4, up \$1 and close to a 12 month high of \$35.37 achieved in late December.

For the full year, Unisys reported revenues of \$7.2bn, up from \$6.5bn.

Net income for 1998 was \$37m, or \$1.06 a share, against a loss of \$65.6m, or \$5.30 a share, in 1997.

Unisys is transforming

itself from a traditional mainframe computer company, with proprietary technology, into a group dominated by information services.

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The quarter topped a year of improvement during which Unisys' share price more than doubled. In mid-session yesterday the shares were trading at \$34.4, up \$1 and close to a 12 month high of \$35.37 achieved in late December.

In computer systems, revenues increased 3 per cent in the fourth quarter as growth in the sales of Unisys' large-scale servers offset anticipated declines in personal computer sales.

Total debt at the end of the year was \$1.2bn, down from \$1.3bn in September 1997.

## Motorola sees sales recovering

By Nikki Taft in Chicago

Motorola, the US wireless communications and semiconductor manufacturer, told analysts yesterday that it expected worldwide sales in the semiconductor industry to increase by 7.6 per cent in the current calendar year, after an estimated 9 per cent fall in 1998.

But Robert Grawney, chief operating officer, stressed that Motorola "still had some concerns on the semiconductor recovery", and that this was a reason for some caution over prospects for 1999. "We have seen some good performances, but we have also seen in the past that false signs can occur," he said.

Motorola, which reported better-than-expected earnings for the fourth quarter of 1998 on Wednesday, said rationalisation of its own semiconductor division was proceeding, with four large sites closed in the US and the Philippines, and the number of "active parts" reduced by 20 per cent from the peak level by end-1998.

In the final three months of 1998, the semiconductor division's sales rose 7 per cent over the third quarter, but the company warned the

level would decline slightly in the first quarter in line with seasonal trends. Nevertheless, it suggested the division, which made a pre-tax operating loss of \$1.2bn (including restructuring charges) last year, could be "close to break-even" by the second quarter.

Mr Grawney also revealed the company would take a \$15m charge in the first quarter as a result of the Brazilian upheavals, and said this, too, could be a reason for caution in the months ahead, especially if the turmoil affected "growth opportunities" in Latin America generally.

However, helped by "good forward momentum" on cost-savings, which are now estimated to take out about \$1bn year-on-year by mid-1999, he said that Motorola was comfortable with analysts' first-quarter expectations. These average annual \$7.1bn for revenue, and 23 cents for earnings per share.

Motorola shares, which had climbed fairly strongly ahead of the 1998 earnings announcement, slipped \$1 to \$39 yesterday. On Wednesday, the company said it made an after-tax profit of \$155m in the fourth quarter on sales of \$3.28bn.

## AirTouch European assets offer Vodafone rich pickings

Network stretches from Poland to Portugal, says Alan Cane

These are the days, if the pun may be forgiven, of the phonex war in the bid battle between Bell Atlantic of the US and Vodafone of the UK for AirTouch, the US-based cellular operator.

After more than 10 days of frantic backstage activity, neither suitor has made its bid public. Their target has shown no sign of favouring one over the other and indeed has made no public response apart from acknowledging their interest.

All of which suggests that all three bidders – and many others waiting in the wings – are bidding their time and revising their options.

Vodafone makes no secret of the fact that its chief interest in the deal lies in adding AirTouch's extensive European assets to its own to create a company capable of transmitting a call from eastern Poland to southern Portugal without the need to connect with another operator's network. It has indicated, however, that it would retain AirTouch's US operations.

Bell Atlantic's chief interest is in developing its US footprint, linking its east coast infrastructure to AirTouch's west coast presence. It is thought to be genuinely undecided what to do with AirTouch's European assets, should it win the bidding war. Andrew Beale, telecoms analyst with BT Alex Brown in London, however, believes

that whichever company wins will retain all the AirTouch properties.

This view, however, begs the questions: what is the quality of AirTouch's investments in Europe? And how would its two suitors exploit them?

Some argue that the value of AirTouch's European assets is in doubt. Out of eight mobile investments, it has a majority stake in only two, raising questions about management influence and control. It holds, for example only 35 per cent of Mannesmann Mobilfunk whose German D2 network is the jewel in its European crown. It has just over 20 per cent of Omnitel-Pronto Italia, the fast growing Italian network and Airtel Movil, the second Spanish mobile operator.

John Tyson, cellular analyst with Societe Generale Strauss Turnbull, argues that stakeholding is less important than strategy and that AirTouch's approach has been impeccable.

In each of its investments it has been prepared to concede every board position with the exception of technology director and marketing director: "In that way it has control over the design of the network and over the decisions about how it was to be sold."

With the power of veto and shareholder approval, AirTouch has been able to exercise considerable control over its investments

A merger between Vodafone and AirTouch would bring more than the integration of high quality assets. The combined company would be able to offer lowest pan-European rates to business on its own network, benefit from customers' "roaming" across national boundaries and put pressure on manufacturers to benefit first from the latest technologies.

Could Bell Atlantic derive similar benefits from Europe? Its own assets are a mixed-bag of opportunistic acquisitions which add little to the AirTouch portfolio. The most significant is a 20 per cent stake in the Italian Omnitel.

So, there are comparatively few synergies and the portfolio would have to be run as a separate division.



Some analysts point out that the US regional operator is struggling to complete the acquisition of Nynex and of GTE while seeking to enter the US long distance market in competition with AT&T, Sprint and MCI WorldCom.

A number of possibilities exist. Bell Atlantic could, indeed, retain and run the AirTouch investments and of Nynex and of GTE while seeking to enter the US long distance market in competition with AT&T, Sprint and MCI WorldCom. Perhaps, leaving it free to concentrate on the US market.

Mr Beale of BT Alex Brown says, however, that such disposals look simple in principle but can hit financial and legal obstacles because of the difference in business practices between the US and Europe.

## True North files \$60m legal claim

By Nikki Taft in Chicago

True North, the US advertising agency, yesterday filed a lawsuit against the French Publicis group, claiming more than \$60m in damages.

True North said the suit, filed in the London Court of Arbitration, flowed from the recent merger between Publicis Communications and Publicis, the holding company. As a result of the deal, True North received an 8.8 per cent stake in Publicis SA, having held a 26.5 per cent interest in the Publicis Communications. The US company claims this is an "inadequate exchange".

True North's suit, filed in the US District Court of New York, claims that Publicis' actions violated the US antitrust laws.

True North is seeking \$60m in damages, plus legal costs.

True North is seeking \$60m in damages, plus legal costs.

## Oracle to fund hi-tech start-ups

By Roger Taylor

in San Francisco

Oracle, the leading software company, yesterday fell into line with the high-tech industry's latest fashion and set up a \$100m venture capital fund.

Leading firms such as Intel, the chip manufacturer, Lucent Technologies, the networking firm and Microsoft, are putting millions into start-up companies.

Oracle said its fund would back ventures that were developing products and services using its Oracle 8i database software. The fund will help Oracle promote its vision of corporate IT systems which are less

dependent on desktop PCs and run over corporate networks and the internet.

The company believes its 8i database program provides a better foundation for such systems than the Microsoft Windows operating system used on most desktop PCs.

Not all high-tech firms use their venture capital funds to promote directly their own products. Many find venture capital investments a good way to keep in touch with new technologies.

Intel uses its funds to promote developments that are likely to increase demand for more powerful computers and hence, for its computer chips.

Motorola, the US wireless communications and semiconductor manufacturer, told analysts yesterday that it expected worldwide sales in the semiconductor industry to increase by 7.6 per cent in the current calendar year, after an estimated 9 per cent fall in 1998.

But Robert Grawney, chief operating officer, stressed that Motorola "still had some concerns on the semiconductor recovery", and that this was a reason for some caution over prospects for 1999. "We have seen some good performances, but we have also seen in the past that false signs can occur," he said.

Motorola, which reported better-than-expected earnings for the fourth quarter of 1998 on Wednesday, said rationalisation of its own semiconductor division was proceeding, with four large sites closed in the US and the Philippines, and the number of "active parts" reduced by 20 per cent from the peak level by end-1998.

In the final three months of 1998, the semiconductor division's sales rose 7 per cent over the third quarter, but the company warned the

## NOTICE OF EARLY REDEMPTION

To the Holders of

Bank of Greece

TTL 5,000,000 Floating Rate Notes due 2003

(the "Notes")

NOTICE IS HEREBY GIVEN that pursuant to Condition 6(A) of the Notes all of the outstanding Notes will be redeemed by the Issuer on March 11, 1999 (the "Redemption Date"). The Issuer will redeem the Notes at 100.25% of their principal amount outstanding (the "Redemption Price") together with accrued interest to the Redemption Date. Payment of the Redemption Price will be made by the Issuer to the Redemption Date with or by means of a US dollar account maintained by the Issuer with a bank in New York City upon presentation and surrender of the Notes together with all coupons appearing thereon maturing on, or after the Redemption Date, at the offices of the Paying Agents listed below. Interest on the Notes will accrue to the date of the Redemption Date and the coupons shall be void, irrespective of whether or not such Notes and coupons have been surrendered for payment. The Notes are being redeemed pursuant to the provisions of the Agency Agreement dated as of March 9, 1993.

Fiscal Agent: CIBC, N.Y. & Company, London EC2Y 0JF

Paying Agent: Banque Pétrolière Luxembourg, 104 Boulevard Royal, L-2330 Luxembourg

Dated: 15 January 1999

## NOTICE TO Noteholders

EUROPEAN INVESTMENT BANK

TTL 1,000,000,000

5.50 per cent. EURO-Fungible Notes due 15 February, 2018

(the "Notes")

Notice of re-denomination (conversion, re-denomination and reconversion) is hereby given in accordance with the terms and conditions ("Conditions") of the Note Issuance, as that with effect from 15 February, 1999.

1. each Note of TTL 5,000,000 shall be deemed to be converted into EURO 2,000.00;

2. an amount of EURO 162.00 shall be paid on 15 February, 1999 to the holder in respect of each Note of TTL 5,000,000;

3. in addition to the payment of interest, an amount of EURO 0.26 shall be paid on 15 February, 1999 to the holder in respect of each such Note, the amount of each EURO-denominated Note (the "Original Note") shall be EURO 2.00;

4. the new denominations of the Notes shall be EURO 2,000, EURO 10,000, EURO 100,000 and EURO 1,000,000 and the total amount of the Note Issuance shall be EURO 2,000,000,000;

Business Days

5. any reference to business days in the Conditions shall be deemed to refer to a day on which the Trans-European Automated Real-time Gross settlement Express Transfer system ("TARGET") is open;

Day-count fraction

6. the day-count fraction referred to in Condition 3 shall cease to be the basis of a 360-day year of 30 days each, and shall be on the basis of the actual number of days elapsed divided by the actual number of days in the period from, and including the immediately preceding interest payment date, to, but excluding the next scheduled interest payment date (the "ISMA Method");

7. the EIB shall issue a replacement Global Note for the Note Issuance after re-denomination (conversion, re-denomination and reconversion) (the "Redenominated Note") in exchange for the Global Note of the Note Issuance;

8. the ISIN number for the Redenominated Note shall be XS0093662826;

Common Depository

9. there will be no change of common depository;



## Notice to Noteholders



## EUROPEAN INVESTMENT BANK

FRF 3,880,180,000

4.5 per cent. EURO-Fungible Notes due 15 February, 2003  
(the "Note Issue")

Notice of re-denomination (conversion, re-denomination and reconversion) and consolidation is hereby given in accordance with the terms and conditions ("Conditions") of the Note Issue, so that with effect from 15 February, 1999

## Conversion

1 each Note of FRF 10,000 shall be deemed to be converted into EURO 1,044.6;

## Interest Payments

2 an amount of EURO 0.45 shall be paid on 15 February, 1999 to the holder in respect of each Note of FRF 10,000;

## Cash Settlement

3 in addition to the payment of interest, an amount of EURO 0.45 shall be paid on 15 February, 1999 to the holder in respect of each Note of FRF 10,000 so that, for each such Note, the amount of each EURO-denominated Note (the "Original Note") shall be EURO 1,054.6;

## Re-denomination

4 the new denominations of the Notes (the "New Notes") shall be EURO 2, EURO 10,000, EURO 100,000 and EURO 1,000,000 and the total amount of the Note Issue shall be EURO 1,054,600;

## Business Days

5 any reference to business days in the Conditions shall be deemed to refer to a day on which the Trans-European Automated Real-time Gross settlement Express Transfer system ("TARGET") is open;

## Day-count fraction

6 the day-count fraction referred to in Condition 3 shall cease to be the basis of a 360-day year of 12 months of 30 days each and, in the case of an incomplete month, the number of days elapsed, but shall be on the basis of the actual number of days elapsed divided by the actual number of days in the period from, and including the immediately preceding interest payment date to, but excluding the next scheduled interest payment date (ISMA Method);

## Consolidation

7 the Note Issue shall be consolidated with note issue 4.5 percent. EURO-Fungible Notes due 15 February, 2003, ISIN DE0000195409 and XS00007210700 the day-count fraction together with the Note Issue the "Consolidated Issue" which shall also be re-denominated and consolidated on 15 February, 1999;

## Nominal amount of Consolidated Issue

8 the aggregate nominal amount of the Consolidated Issue shall be EURO 2,160,816,072;

9 the EIB shall issue replacement Global Notes for the Consolidated Issue in exchange for the Global Note of the Note Issue and the Other Issues;

## ISIN number

10 the ISIN number for the Consolidated Issue shall be XS0000665561;

## Common Depository

11 to the extent the Notes are held in Cedelbank or Morgan Guaranty Trust Company of New York, Brussels Office, as operator of the European System and Deutsche Borse Clearing, the common depository shall be Paribas Luxembourg; to the extent the Notes are held in Deutsche Borse Clearing, the depository shall be Deutsche Borse Clearing;

## Stock Exchange Listing

12 the Consolidated Issue shall be listed on the Luxembourg Stock Exchange, without prejudice to a listing on one or more other Stock Exchanges in the European Community;

## Clearer

13 the Consolidated Issue shall be cleared through Cedelbank, Morgan Guaranty Trust Company of New York, Brussels Office, as operator of the European System and Deutsche Borse Clearing; it is also accepted in SICOVAM and Service de Comptabilité y Liquidación de Valores.

Noteholders are referred to the Conditions of the Note Issue (in particular "Redenomination", "Further Issues and Consolidation" and "General Information").

Copies of the Conditions are available for inspection at the office of the Fiscal Agent at

Paribas Luxembourg  
10a Boulevard Royal  
L-2920 Luxembourg

Dated 15 January, 1999

## Notice to Noteholders



## EUROPEAN INVESTMENT BANK

ESP 30,000,000,000

4.5 per cent. EURO-Fungible Notes due 15 February, 2003  
(the "Note Issue")

Notice of re-denomination (conversion, re-denomination and reconversion) and consolidation is hereby given in accordance with the terms and conditions ("Conditions") of the Note Issue, so that with effect from 15 February, 1999

## Conversion

1 each Note of ESP 100,000 shall be deemed to be converted into EURO 60,010;

## Interest Payments

2 an amount of EURO 27.05 shall be paid on 15 February, 1999 to the holder in respect of each Note of ESP 100,000;

## Cash Settlement

3 in addition to the payment of interest, an amount of EURO 1.01 shall be paid on 15 February, 1999 to the holder in respect of each Note of ESP 100,000 so that, for each such Note, the amount of each EURO-denominated Note (the "Original Note") shall be EURO 60,010;

## Re-denomination

4 the new denominations of the Notes (the "New Notes") shall be EURO 2, EURO 10,000, EURO 100,000 and EURO 1,000,000 and the total amount of the Note Issue shall be EURO 1,054,600,000;

## Business Days

5 any reference to business days in the Conditions shall be deemed to refer to a day on which the Trans-European Automated Real-time Gross settlement Express Transfer system ("TARGET") is open;

## Day-count fraction

6 the day-count fraction referred to in Condition 3 shall cease to be the basis of a 360-day year of 12 months of 30 days each and, in the case of an incomplete month, the number of days elapsed, but shall be on the basis of the actual number of days elapsed divided by the actual number of days in the period from, and including the immediately preceding interest payment date to, but excluding the next scheduled interest payment date (ISMA Method);

## Consolidation

7 the Note Issue shall be consolidated with note issue 4.5 percent. EURO-Fungible Notes due 15 February, 2003, ISIN DE0000195700 and XS0000614059

the day-count fraction together with the Note Issue the "Consolidated Issue" which shall also be re-denominated and consolidated on 15 February, 1999;

## Nominal amount of Consolidated Issue

8 the aggregate nominal amount of the Consolidated Issue shall be EURO 2,160,816,072;

9 the EIB shall issue replacement Global Notes for the Consolidated Issue in exchange for the Global Note of the Note Issue and the Other Issues;

## ISIN number

10 the ISIN number for the Consolidated Issue shall be XS0000665561;

## Common Depository

11 to the extent the Notes are held in Cedelbank or Morgan Guaranty Trust Company of New York, Brussels Office, as operator of the European System and Deutsche Borse Clearing, it is also accepted in SICOVAM and Service de Comptabilité y Liquidación de Valores.

Noteholders are referred to the Conditions of the Note Issue (in particular "Redenomination", "Further Issues and Consolidation" and "General Information").

Copies of the Conditions are available for inspection at the office of the Fiscal Agent at

Paribas Luxembourg  
10a Boulevard Royal  
L-2920 Luxembourg

Dated 15 January, 1999

## Notice to Noteholders



## EUROPEAN INVESTMENT BANK

DEM 2,724,484,000

4.5 per cent. EURO-Fungible Notes due 15 February, 2003  
(the "Note Issue")

Notice of re-denomination (conversion, re-denomination and reconversion) and consolidation is hereby given in accordance with the terms and conditions ("Conditions") of the Note Issue, so that with effect from 15 February, 1999

## Conversion

1 each Note of DEM 1,000 shall be deemed to be converted into EURO 511.25;

## Interest Payments

2 an amount of EURO 23.01 shall be paid on 15 February, 1999 to the holder in respect of each Note of DEM 1,000;

## Cash Settlement

3 in addition to the payment of interest, an amount of EURO 1.29 shall be paid on 15 February, 1999 to the holder in respect of each Note of DEM 1,000 so that, for each such Note, the amount of each EURO-denominated Note (the "Original Note") shall be EURO 511.25;

## Re-denomination

4 the new denominations of the Notes (the "New Notes") shall be EURO 2, EURO 10,000, EURO 100,000 and EURO 1,000,000 and the total amount of the Note Issue shall be EURO 1,054,705,000;

## Business Days

5 any reference to business days in the Conditions shall be deemed to refer to a day on which the Trans-European Automated Real-time Gross settlement Express Transfer system ("TARGET") is open;

## Day-count fraction

6 the day-count fraction referred to in Condition 3 shall cease to be the basis of a 360-day year of 12 months of 30 days each and, in the case of an incomplete month, the number of days elapsed, but shall be on the basis of the actual number of days elapsed divided by the actual number of days in the period from, and including the immediately preceding interest payment date to, but excluding the next scheduled interest payment date (ISMA Method);

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the day-count fraction together with the Note Issue the "Consolidated Issue" which shall also be re-denominated and consolidated on 15 February, 1999;

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11 to the extent the Notes are held in Cedelbank or Morgan Guaranty Trust Company of New York, Brussels Office, as operator of the European System and Deutsche Borse Clearing, it is also accepted in SICOVAM and Service de Comptabilité y Liquidación de Valores.

Noteholders are referred to the Conditions of the Note Issue (in particular "Redenomination", "Further Issues and Consolidation" and "General Information").

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Paribas Luxembourg  
10a Boulevard Royal  
L-2920 Luxembourg

Dated 15 January, 1999

## COMPANIES &amp; FINANCE: EUROPE

## TELECOMMUNICATIONS STATE RESPONDS AS BIGGEST FOREIGN INVESTOR BLOCKS NOMINATION FOR SPT CHAIR

## Telsource veto angers Czech leaders

By Robert Anderson in Prague

The deteriorating relationship between the Czech government and the country's biggest foreign investor finally broke down yesterday after Telsource, a Dutch-Swiss consortium, vetoed the state's nomination for chairman of SPT, the country's telecommunications monopoly.

Antonin Peltram, transport and communications minister, which took office in July, used its 51 per cent stake last month to remove Lubos Rezek, the chairman appointed by the former administration.

Wednesday to install Antonin Kalda as his replacement, but it is understood that the three Telsource members on SPT's nine-man board, who have a veto, blocked the move.

Mr Kok said yesterday that Mr Kalda had been sacked as an SPT manager two months ago and "we don't like changes in what is a very homogeneous and successful transformation team".

The Social Democrat government, which took office in July, used its 51 per cent stake last month to remove Lubos Rezek, the chairman appointed by the former administration.

Mr Peltram tried on

Wednesday to install Antonin Kalda as his replacement, but it is understood that the three Telsource members on SPT's nine-man board, who have a veto, blocked the move.

Mr Kok said yesterday that Mr Kalda had been sacked as an SPT manager two months ago and "we don't like changes in what is a very homogeneous and successful transformation team".

However, Mr Peltram said he would call another board meeting next month to approve Mr Kalda and remove Svatoslav Novak, chief executive.

The quarrel over Mr Kalda is the latest in a series of disputes between Mr Peltram and Telsource. The minister has repeatedly voiced frustration that the 1995 privatisation tender gave Telsource managerial control despite the state's majority stake. In response, Telsource last month increased its stake from 27 per cent to 33.5 per cent, to give it a blocking minority.

Mr Peltram has attacked SPT's rebalancing of domestic and international tariffs, which saw local charges rise 25 per cent this month, and has raised the possibility of bringing forward the open-

ing up of SPT's fixed-line monopoly from the end of 2000 to the end of this year.

The government's intervention in SPT follows the removal last week of the main board and most of the supervisory board of CEZ, the majority state-owned power company.

There is also speculation that the state will remove the top management of Unipetrol, the largely state-owned petrochemicals company, at the end of this month. All three companies are among the most highly capitalised and traded stocks on the Prague stock exchange.

## Total Fina may shed FFr10bn of assets

By David Owen in Paris

Total Fina, the oil and chemicals group in the process of being formed through the takeover of Belgium's Petrofina by Total of France, is planning to dispose of FFr5bn-FFr10bn (€752m-€1.52bn, \$892m-€1.75bn) of assets over the next two years.

Thierry Desmarest, Total chairman, made the disclosure as the French company's shareholders approved the proposed deal, which would create the world's fifth-biggest oil company, at a meeting in Paris.

Mr Desmarest said the new group would "contain assets offering marginal returns", or that were too small in relation to its objectives. "It would be preferable to dispose of these assets."

Proceeds from the sale would help finance the company's exploration and production development programme and enable it to buy back more shares in addition to 3m shares already repurchased in December.

"For the merger to create substantial value for Total shareholders, the announced synergies will have to be developed quickly," he said. Synergies would add between FFr5bn and FFr10bn a year to operating income.

Under often sceptical questioning from a large turnout of shareholders, Mr Desmarest hinted that some of these disposals were likely to be in the US.

He also disclosed that about 1,000 job cuts were expected as a result of the merger, of which 200-250 were likely to be in both France and the UK. He suggested just under FFr2bn of restructuring provisions would be taken in the group's 1999 accounts.

"We are convinced that we will make Total Fina one of the world's leading oil companies, enjoying strong growth, competitive in each of its core businesses and capable of providing many reasons for satisfaction among employees and shareholders," he said.

In spite of his comments, Total shares yesterday fell 3.5 per cent to €31.70 on the rising Paris stock market.

The company was last month forced to launch an investor relations campaign to overcome lukewarm shareholder support for the proposed takeover, with doubts arising about the 37 per cent premium paid.

But Baron Albert Frère, the Belgian financier who will be the enlarged group's biggest shareholder with a nearly 9 per cent stake, said yesterday he did not think Mr Desmarest was overpaying.

"We paid a fair price," Baron Frère said at the end of the meeting. "He has a reputation as a hard businessman who watches over Total's affairs."

The company indicated the transaction should be completed between mid-April and early July.

tech leaders  
Total Fin  
may shed  
FFr10bn  
of assets

15 January 1999

**NOTICE TO NOTEHOLDERS:**  
**European Investment Bank**

NLG 1,000,000,000 5.75 per cent. EURO – Fungible Notes  
due 15 February 2007 (the "Note Issue")

Notice of redenomination (conversion, renomination and reconvention) and consolidation is hereby given in accordance with the terms and conditions ("Conditions") of the Note Issue, so that with effect from 15 February 1999

**Conversion**

1. each Note of NLG 10,000 shall be deemed to be converted into EURO 4,537.80;

**Interest Payment**

2. an amount of EURO 260.92 shall be paid on 15 February 1999 to the holder in respect of each Note of NLG 10,000;

**Cash Settlement**

3. in addition to the payment of interest, an amount of EURO 1.80 shall be paid on 15 February 1999 to the holder in respect of each Note of NLG 10,000 so that, for each such Note, the amount of each EURO-denominated Note ("the Original Note") shall be EURO 4,536;

**Renomination**

4. the new denominations of the Notes ("New Notes") shall be EURO 4, EURO 10,000, EURO 100,000 and EURO 1,000,000 and the total amount of the Note Issue shall be EURO 453,600,000;

**Business Days**

5. any reference to business days in the Conditions shall be deemed to refer to a day on which the Trans-European Automated Real-time Gross settlement Express Transfer system ("TARGET") is open;

**Day-count fraction**

6. the day-count fraction referred to in Condition 3 shall cease to be the basis of a 360-day year of 12 months of 30 days each and, in the case of an incomplete month, the number of days elapsed, but shall be on the basis of the actual number of days elapsed divided by the actual number of days in the period from, and including the immediately preceding interest payment date to, but excluding the next scheduled interest payment date (ISMA Method);

**Consolidation**

7. the Note Issue shall be consolidated with note issues 5.75 per cent. EURO-Fungible Notes due 15 February 2007, ISIN XS0074113084, XS0074895011, XS007783909 and DE0001909802 (the "Other Issues" and together with the Note Issue the "Consolidated Issue") which shall also be redenominated and consolidated on 15 February 1999;

**Nominal amount of Consolidated Issues**

8. the aggregate nominal amount of the Consolidated Issue shall be EURO 2,577,649,892;

9. the EIB shall issue replacement Global Notes for the Consolidated Issue in exchange for the Global Note of the Note Issue and the Other Issues;

**ISIN number**

10. the ISIN number for the Consolidated Issue shall be XS0093666286;

**Common Depository**

11. to the extent the Notes are held in Cedelbank or Morgan Guaranty Trust Company of New York, Brussels Office, as operator of the Euroclear System, the common depository shall be Cibank, N.A. London; to the extent the Notes are held in Deutsche Börse Clearing, the depository shall be Deutsche Börse Clearing;

**Stock Exchange Listing**

12. the Consolidated Issue shall be listed on the Luxembourg Stock Exchange, without prejudice to a listing on one or more other Stock Exchanges in the European Community;

**Clearer**

13. the Consolidated Issue shall be cleared through Cibank, Morgan Guaranty Trust Company of New York, Brussels Office, as operator of the Euroclear System and Deutsche Börse Clearing; it is also accepted in SICOVAM.

Noteholders are referred to the Conditions of the Note Issue (in particular "Redenomination", "Further Issues and Consolidation" and "General Information").

Copies of the Conditions are available for inspection at the office of the Fiscal Agent at Cibank, N.A.  
5 Carmelite Street  
London EC4Y 0PA

Dated: 15 January 1999

**NOTICE TO NOTEHOLDERS:**  
**European Investment Bank**

DEM 1,198,170,000 5.75 per cent. EURO – Fungible Notes  
due 15 February 2007 (the "Note Issue")

Notice of redenomination (conversion, renomination and reconvention) and consolidation is hereby given in accordance with the terms and conditions ("Conditions") of the Note Issue, so that with effect from 15 February 1999

**Conversion**

1. each Note of DEM 10,000 shall be deemed to be converted into EURO 5,112.92;

**Interest Payment**

2. an amount of EURO 293.99 shall be paid on 15 February 1999 to the holder in respect of each Note of DEM 10,000;

**Cash Settlement**

3. in addition to the payment of interest, an amount of EURO 0.92 shall be paid on 15 February 1999 to the holder in respect of each Note of DEM 10,000 so that, for each such Note, the amount of each EURO-denominated Note ("the Original Note") shall be EURO 5,112;

**Renomination**

4. the new denominations of the Notes ("New Notes") shall be EURO 4, DEM 10,000, EURO 100,000 and DEM 1,000,000 and the total amount of the Note Issue shall be DEM 612,504,504;

**Business Days**

5. any reference to business days in the Conditions shall be deemed to refer to a day on which the Trans-European Automated Real-time Gross settlement Express Transfer system ("TARGET") is open;

**Day-count fraction**

6. the day-count fraction referred to in Condition 3 shall cease to be the basis of a 360-day year of 12 months of 30 days each and, in the case of an incomplete month, the number of days elapsed, but shall be on the basis of the actual number of days elapsed divided by the actual number of days in the period from, and including the immediately preceding interest payment date to, but excluding the next scheduled interest payment date (ISMA Method);

**Consolidation**

7. the Note Issue shall be consolidated with note issues 5.75 per cent. EURO-Fungible Notes due 15 February 2007, ISIN XS0074113084, XS0074895011 and XS007783909 (the "Other Issues" and together with the Note Issue the "Consolidated Issue") which shall also be redenominated and consolidated on 15 February 1999;

**Nominal amount of Consolidated Issue**

8. the aggregate nominal amount of the Consolidated Issue shall be EURO 2,577,649,892;

9. the EIB shall issue replacement Global Notes for the Consolidated Issue in exchange for the Global Note of the Note Issue and the Other Issues;

**ISIN number**

10. the ISIN number for the Consolidated Issue shall be XS0093666286;

**Common Depository**

11. to the extent the Notes are held in Cibank, N.A. London; to the extent the Notes are held in Deutsche Börse Clearing, the depository shall be Deutsche Börse Clearing;

**Stock Exchange Listing**

12. the Consolidated Issue shall be listed on the Luxembourg Stock Exchange, without prejudice to a listing on one or more other Stock Exchanges in the European Community;

**Clearer**

13. the Consolidated Issue shall be cleared through Cibank, Morgan Guaranty Trust Company of New York, Brussels Office, as operator of the Euroclear System and Deutsche Börse Clearing; it is also accepted in SICOVAM.

Noteholders are referred to the Conditions of the Note Issue (in particular "Redenomination", "Further Issues and Consolidation" and "General Information").

Copies of the Conditions are available for inspection at the office of the Fiscal Agent at Cibank, N.A.  
5 Carmelite Street  
London EC4Y 0PA

Dated: 15 January 1999

**NOTICE TO NOTEHOLDERS:**  
**European Investment Bank**

ITL 1,800,000,000,000 Differentiated Coupon EURO – Fungible Notes due 15 February 2007 (the "Note Issue")

Notice of redenomination (conversion, renomination and reconvention) and consolidation is hereby given in accordance with the terms and conditions ("Conditions") of the Note Issue, so that with effect from 15 February 1999

**Conversion**

1. each Note of ITL 5,000,000 shall be deemed to be converted into EURO 2,582.28;

**Interest Payment**

2. an amount of EURO 232.41 shall be paid on 15 February 1999 to the holder in respect of each Note of ITL 5,000,000;

**Cash Settlement**

3. in addition to the payment of interest, an amount of EURO 2.28 shall be paid on 15 February 1999 to the holder in respect of each Note of ITL 5,000,000 so that, for each such Note, the amount of each EURO-denominated Note ("the Original Note") shall be EURO 2,580;

**Renomination**

4. the new denominations of the Notes ("New Notes") shall be EURO 4, ITL 10,000, ITL 100,000 and ITL 1,000,000 and the total amount of the Note Issue shall be ITL 928,800,000;

**Business Days**

5. any reference to business days in the Conditions shall be deemed to refer to a day on which the Trans-European Automated Real-time Gross settlement Express Transfer system ("TARGET") is open;

**Day-count fraction**

6. the day-count fraction referred to in Condition 3 shall cease to be the basis of a 360-day year of 12 months of 30 days each and, in the case of an incomplete month, the number of days elapsed, but shall be on the basis of the actual number of days elapsed divided by the actual number of days in the period from, and including the immediately preceding interest payment date to, but excluding the next scheduled interest payment date (ISMA Method);

**Consolidation**

7. the Note Issue shall be consolidated with note issue 5.75 per cent. EURO-Fungible Notes due 15 February 2007, ISIN XS0074113084, XS0074895011 and DE0001909802 (the "Other Issues" and together with the Note Issue the "Consolidated Issue") which shall also be redenominated and consolidated on 15 February 1999;

**Nominal amount of Consolidated Issue**

8. the aggregate nominal amount of the Consolidated Issue shall be EURO 2,577,649,892;

9. the EIB shall issue replacement Global Notes for the Consolidated Issue in exchange for the Global Note of the Note Issue and the Other Issues;

**ISIN number**

10. the ISIN number for the Consolidated Issue shall be XS0093666286;

**Common Depository**

11. to the extent the Notes are held in Cibank, N.A. London; to the extent the Notes are held in Deutsche Börse Clearing, the depository shall be Deutsche Börse Clearing;

**Stock Exchange Listing**

12. the Consolidated Issue shall be listed on the Luxembourg Stock Exchange, without prejudice to a listing on one or more other Stock Exchanges in the European Community;

**Clearer**

13. the Consolidated Issue shall be cleared through Cibank, Morgan Guaranty Trust Company of New York, Brussels Office, as operator of the Euroclear System and Deutsche Börse Clearing; it is also accepted in SICOVAM.

Noteholders are referred to the Conditions of the Note Issue (in particular "Redenomination", "Further Issues and Consolidation" and "General Information").

Copies of the Conditions are available for inspection at the office of the Fiscal Agent at Cibank, N.A.  
5 Carmelite Street  
London EC4Y 0PA

Dated: 15 January 1999

**NOTICE TO NOTEHOLDERS:**  
**European Investment Bank**

FRF 3,172,870,000 5.75 per cent. EURO – Fungible Notes  
due 15 February 2007 (the "Note Issue")

The Note Issue is deemed to be represented by 317,287 Notes of FRF 10,000.

Notice of redenomination (conversion, renomination and reconvention) and consolidation is hereby given in accordance with the terms and conditions ("Conditions") of the Note Issue, so that with effect from 15 February 1999

**Conversion**

1. each Note of FRF 10,000 shall be deemed to be converted into EURO 1,524.49;

**Interest Payment**

2. an amount of EURO 87.66 shall be paid on 15 February 1999 to the holder in respect of each Note of FRF 10,000;

**Cash Settlement**

3. in addition to the payment of interest an amount of EURO 0.49 shall be paid on 15 February 1999 to the holder in respect of each Note of FRF 10,000 so that, for each such Note, the amount of each EURO-denominated Note ("the Original Note") shall be EURO 1,524;

**Renomination**

4. the new denominations of the Notes ("New Notes") shall be EURO 4, FRF 10,000, FRF 100,000 and FRF 1,000,000 and the total amount of the Note Issue shall be FRF 483,545,388;

**Business Days**

5. any reference to business days in the Conditions shall be deemed to refer to a day on which the Trans-European Automated Real-time Gross settlement Express Transfer system ("TARGET") is open;

**Day-count fraction**

6. the day-count fraction referred to in Condition 3 shall cease to be the basis of a 360-day year of 12 months of 30 days each and, in the case of an incomplete month, the number of days elapsed, but shall be on the basis of the actual number of days elapsed divided by the actual number of days in the period from, and including the immediately preceding interest payment date to, but excluding the next scheduled interest payment date (ISMA Method);

**Consolidation**

7. the Note Issue shall be consolidated with note issues 5.75 per cent. EURO-Fungible Notes due 15 February 2007, ISIN XS0074113084, XS0074895011 and DE0001909802 (the "Other Issues" and together with the Note Issue the "Consolidated Issue") which shall also be redenominated and consolidated on 15 February 1999;

**Nominal amount of Consolidated Issue**

8. the aggregate nominal amount of the Consolidated Issue shall be EURO 2,577,649,892;

## COMPANIES &amp; FINANCE: ASIA-PACIFIC

CARMAKING REMARKS ON BENEFIT OF EQUITY LINK FUEL SPECULATION ABOUT STRONGER ALLIANCE

## Nissan upbeat over DaimlerChrysler

By Alexandra Harvey in Tokyo

Nissan Motor, Japan's second largest carmaker, yesterday publicly recognised for the first time tangible benefits from an equity link with DaimlerChrysler after Yoshihiko Hanawa, president, identified synergies in fuel cell technology and computerised safety systems.

Mr Hanawa's remarks are a sign that the troubled Japanese carmaker is considering some form of alliance

with the US-German group. Analysts saw the comments as particularly significant coming just days before Jürgen Schrempp and Robert Eaton, co-chairmen at DaimlerChrysler, arrive in Tokyo to open an exhibition of the group's vehicles.

Their arrival has fuelled speculation that DaimlerChrysler will next week seal its long-standing plan to buy into Nissan Diesel, the Japanese carmaker's troubled truck and engine affiliate.

Nissan sought to quell rumours that a more ambitious link between DaimlerChrysler and the Nissan parent company was imminent. It said Nissan Motor was not talking to DaimlerChrysler about an equity stake and that Mr Hanawa was not scheduled to meet the two chairmen next week.

However, comments by Mr Hanawa that the changing nature of the international car market was making mergers a necessity have been taken to suggest such a

meeting was likely. "Some people uphold the view that businesses will face a greater need to draw strength from economies of scale, as a company will find it more difficult to survive [competition] single-handedly," he said.

Nissan has denied any intention to join forces with a foreign group since December, when a German magazine reported it was set to forge an equity tie-up with DaimlerChrysler. The company has also denied reports of talks with Renault of France and Ford. Nissan has a contract in the US to build people-carrying "mini-vans" with Ford, but no tie with Renault.

The financial and cultural implications of a US or European carmaker buying into the group are huge. Nissan, which expects Y30bn (US\$26m) in losses this year and has a debt-to-equity ratio of 2.3, has been selling non-core businesses and property holdings to improve its battered finances.

## Chinese dip a cautious toe back into the listing waters

Mainland groups are reviving HK flotation plans, says Louise Lucas

After a year in the cold, Chinese mainland enterprises are tentatively dusting off their listing plans. The first of these, Heliangjiang Agriculture Co, a farming company in northern China, said yesterday it would push ahead with its flotation plans despite the market turmoil.

Heliangjiang is aiming to raise HK\$1.7bn (US\$219m) on the Hong Kong stock market this month. But bankers are warning that one listing does not spell a full calendar for the beleaguered H shares, the name given to the scrip of mainland enterprises listed on the Hong Kong stock market.

"I hope they get it completed, because that will send a positive signal to the market that the H share market is still open," says Nick Andrews, director of equity capital markets at CSFE. "But the timing is extremely unlucky; no doubt about that."

Investors have become disenchanted with the sector, which has disappointed on earnings – several H shares missed their own forecasts – and nearly all are trading below their issue prices.

Interest in the broader China-related market is also wearing thin after high lev-

els of debt and incompetent management decisions among "redchips", or China-backed companies.

On Tuesday it emerged that Guangdong Enterprises, the Chinese province's biggest commercial enterprise outside China, had debts of \$2.5bn and several of its Hong Kong-listed units were also having problems meeting debt repayments. Red-chip share prices plunged on the news.

Demand may be sparse, but supply continues unabated. The latest batch of would-be H-share companies selected by Beijing offers little to whet investors' jaded appetites. The eight companies are drawn mainly from the infrastructure and utilities sector – even Heliangjiang Agriculture derives the bulk of its profits from sub-leasing land.

In addition to the eight new names are about 20 from previous batches which have yet to make it to market. Several are unlikely to float now and have been dropped, but many more seek Beijing's listing approval.

Some have had a long wait. Shandong International Power was approved in 1994 and is expected to test the waters again

shortly, but with scaled down ambitions – the market believes it will seek about \$200m – and the latest wave of volatility may yet scupper its plans.

Shanghai Electric Power is understood to have been postponed indefinitely. China's impressive economic growth has not translated into a comparable pick-up in demand for electricity, and earnings growth for listed power companies has been largely flat.

However, the H-share junx is about more than sectoral choice. Size matters, as does liquidity in the secondary market and an ability to generate cash flow.

"Investors are more interested in large companies with very established operations, solid cash flow and reasonable growth prospects," says one investment banker. "If you look at these things, I think most of the H-share companies don't qualify."

While the upcoming issues, mainly in the infrastructure sector, score better on cash flow and growth prospects, they still lack the size. Those most likely to come to market this year – Hebei Expressway, Ningbo Port,

Pricing conflicts have stalled several issues. Shandong International Power was looking for a multiple of 14

## Coca-Cola to merge Japanese bottlers

By Alexandra Harvey

Coca-Cola, the world's largest soft drink manufacturer, is merging two of its Japanese bottlers to create a new anchor bottling company with sales of Y190bn (\$1.67bn) this year and a market value of Y235.3bn.

Kita Kyushu Coca-Cola Bottling and Sanyo Coca-Cola Bottling, two listed companies based in western Japan, will merge to form Coca-Cola West Japan. The Coca-Cola Company, the Atlanta-based group at the centre of the Coke network, will have a 5 per cent stake in the new bottler.

The merger marks the first

## NEWS DIGEST

## TRANSPORT

## Stagecoach reduces offer for HK bus operator

Stagecoach, the UK transport group, has dropped the price it is prepared to pay for a stake in Citybus, one of the biggest bus operators in Hong Kong. It has also extended its exclusive negotiations, which should have ended on Wednesday, by another week.

Citybus said the price had fallen to HK\$1.95 a share, compared with the original HK\$2. This would reduce the full bidding price by HK\$60m, to HK\$2.34bn (US\$302m), and the price of the 36 per cent stake being sought would fall from HK\$864m to HK\$842.4m.

The stake is being sold by CNT, the embattled Hong Kong-based paint manufacturing and property investment company headed by Tsui Tsing-tong, Mr Tsui set up New China Hong Kong Group, a financial services company. Both the company and Mr Tsui have in recent months been served with a series of writs claiming unpaid loans and interest, increasing the financial pressure on Mr Tsui.

Louise Lucas, Hong Kong

## VIETNAMESE PRIVATISATION

## Foreign investors admitted

The Vietnamese government is to allow foreigners to buy shares in one of the country's main food-processing companies, marking a step forward in Vietnam's slow-moving privatisation efforts.

Only a few dozen, mainly small, companies have been sold since Vietnam began its privatisation programme in the early 1990s. Of those, only the Refrigeration Electrical Engineering Company of Ho Chi Minh City sold shares to foreigners.

Dragon Capital, the UK venture capital manager which arranged the Refrigeration Electrical Engineering Company deal, is also underwriting the sale of 30 per cent of the shares in the Halong Canned Food Company, based in the north-eastern port city of Haiphong. The Ministry of Fisheries will retain a 40 per cent share in the company, which will have a value of just under \$22m after privatisation; the remainder of the shares will be divided between the management, workforce and the public. Halong Canned Food is one of Vietnam's three largest food processing companies, producing a range of frozen and canned products.

Jonathan Birchall, Hanoi

## MOBILE BANKING

## Citibank in Asian link-up

MobileOne, the fast-growing Singapore-based mobile-phone operator, is collaborating with Citibank of the US to offer the first comprehensive mobile-banking service in Asia and one of the most advanced in the world. This year MobileOne, in which Cable and Wireless of the UK and its majority-owned subsidiary Hongkong Telecom both have stakes, will launch a service enabling customers to top up their electronic cash cards using their mobile phones. The new phones, developed by Motorola of the US, will have a special slot to accept a cash card.

The new service from MobileOne and Citibank Singapore will enable customers to ask for details of their accounts, move money between accounts and pay bills using the text-based Short Message Service. Alan Cane

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## SHORT NOTICE SALE BY AUCTION

Sale of a Terminal Area behind the Harbour of La Spezia (Italy)

On 26 January 1999, the following assets will be sold by auction, as a single entity:

A storage yard for the handling of containers and bulk cargoes located in Santo Stefano Magra (La Spezia) località Posticci (close to the port of La Spezia) connected by rail and near the A15 La Spezia-Parma and A12 Genoa-Leghorn motorways.

The yard consists of two adjacent areas of 45,445 sq.m. (handling containers) and 46,019 sq.m. (facilities). Other facilities include: Shed "A", 8 m high (offices and changing rooms) total area 3,629 sq.m. Shed "B", 8 m high, (bonded warehouse 1,609 sq.m.) total area 3,233 sq.m. Tool shed 6.5 m high, 205 sq.m. Canteen, changing room and other services 3.5 m high - total area of 174 sq.m. Electric booth 3.9 m and 9 m high total area 40 sq.m.

For further details of the sale, please contact Banca Carige Tel: +41 171 600 2608 London Fax: +39 010 579 4000 Genoa

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NORMA COHEN THE PROPERTY MARKET

## Retail therapy at a discount

Factory outlets are attracting bargain-hunters and value shoppers

Europeans, it seems, are getting hooked on discount shopping. According to the newly published "Factory Outlet Center Report", the number of outlet centres in Britain will double from the current 19 to 2000.

The report, published by the Frankfurt-based Institut für Gewerbezentren, an independent research organisation, says France has seen its factory outlets increase to eight over a 14-year period, and will have a further five by 2000. Spain, which opened its first outlet centre in 1997, will have four by the end of the decade, while Switzerland, which has three centres, will see that number double by 2000.

Even in Germany, where full-price retailers' trade organisations have all but suppressed factory outlet centres, one is under construction.

Gross lettable area of European factory outlet centres has grown to 413,160 square metres, from almost nothing 10 years ago, the report notes.

What is driving the phenomenon and what are the characteristics that make this unusual type of retail work?

Scott Malkin, chief executive of Value Retail, developer of Bicester Village near Oxford, the most up-market factory outlet centre in the UK, says the impetus behind such centres is simple. "It's because manufacturers have surplus," he says.

Clothing manufacturers are most frequently represented at outlet malls because fashions change quickly and distributors need to make room for new goods by quickly selling last season's models.

Chris Warren, partner at Healey & Baker in charge of its factory outlet advisory business, notes that although manufacturers need outlets for goods which haven't sold quickly, they recoil at the thought of selling these too close to full-price distribution

outlets. "There are a number of premier brands who will not do it out of principle," he says. Not only do they dislike the competition, but the concept of 'expensive' is synonymous with their up-market brand image.

Increasingly, however, manufacturers are realising they need them and that is why they are out of town, Mr Warren says.

In the US, factory outlets are already a firm fixture in the suburban landscape. That Europe is so far behind the US in this retail format is as much due to planning restrictions on out-of-town retail as anything else.

However, as Mr Warren, the use of factory outlet centres to dispose of overstock requires a centralised distribution system that many European manufacturers have yet to master. Those who have, he says, have been shipping their surplus to the US for construction.

But defining what makes one outlet centre more successful than another is a more complex question. The report singles out several key ingredients. The first is location in a well-trafficked area, either in a tourist location or within an easy car journey from a large urban conurbation. Second, there must be a sufficient range of products. Third, customers must be convinced that goods sold there cost significantly less.

"Customers visiting a

## Factory outlet centres in Europe Square metres (000s)

	UK	France	Switzerland	Spain	Austria	Sweden
	207,493	45,100	18,399	11,000	7,000	7,000

Source: Institut für Gewerbezentren, Stuttgart 1998

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## COMPANIES &amp; FINANCE: UK

RETAILING GROUP'S SHARES TUMBLE 13% AFTER PREDICTION OF SHARP PROFITS FALL TO LOWEST LEVEL FOR SEVEN YEARS

## M&amp;S warns as sales decline

By Peggy Hollings

Marks and Spencer yesterday suffered one of the worst days in its history as a quoted company with a surprise profits warning and news of a severe drop in sales which sliced about 13 per cent from share price.

Britain's biggest clothing retailer, which only last month emerged from a bruising board battle over succession to Sir Richard Greenbury, its forceful executive chairman, warned that profits this year would be between £625m and £675m (£1.1bn).

This is the lowest level of profit for seven years and almost half the £1.1bn profit achieved last year. The group said sales over the 15 weeks to January 9 were

running about 13 per cent lower than last year, excluding new store space, with the sharpest declines in clothing and home furnishings.

Peter Salbury, who is to become chief executive next month, admitted the numbers were "lousy". The group had made serious stock errors, he said, which meant ranges had to be discounted heavily in order to sell, at a total cost of some £50m.

"There was a severe overestimate of what the market would take," he said, referring to the sharp and unexpected industry slowdown in the second half of the year.

In addition, M&S admitted that many of its products were too expensive and it

would be readjusting pricing across the business.

Finally the group said worsening trading in its European operations, where it has been expanding aggressively, would trim a further £25m from profits.

"St Michael's spell has been broken," said one analyst who yesterday cut his profit forecast from £885m to £850m.

In one of his first acts as chief executive designate, Mr Salbury also announced a review of costs and a management restructuring which will see M&S organised along three clear lines: the UK retail business is to be run by Lord Stone, formerly in charge of the food division and a working Labour peer; overseas by Guy McCracken, previously

head of personnel and communications; and financial services by the finance director, Robert Colville.

The group would also create a marketing department to co-ordinate strategies for all the UK retail operations, a job previously done by the individual product buying teams. A marketing director would be appointed from outside M&S, although this would not be a board position.

Some analysts suggested that the scale of the trading downturn reflected most badly on Sir Richard who is due to retire next year after more than 10 years as head of Britain's premier retailer. "He ought to resign now," said one.

The shares closed 52p down at 339p.



Colin Beers

## Sears receives long-promised bid from Green

By Maggie Urry

Philip Green, the retail entrepreneur, yesterday launched his long-promised bid for Sears at 340p, and won the backing of Phillips & Drew, the fund management group which has a 22.3 per cent stake. He also expects the support of Mrs Cristina Green, his wife, who bought 1.8m Sears shares in early autumn.

Sears said it is "firmly rejects" the bid which "significantly undervalues" Sears. The shares jumped 34p to 344p.

Mr Green's bid is being financed by the Barclay twins, the secretive multi-millionaires, who own the Scotsman, and other newspapers, and up-market hotels including the Ritz, in London's Piccadilly.

The aim is that their expertise in property will complement Mr Green's retail skills, to be applied to Sears clothing chains, and Freemans, its lossmaking mail order subsidiary.

In a change of tack, Mr Green's original bid vehicle Medinbond, which was only

able to make conditional bids which were unattractive to shareholders, has dropped out. A new company, January Investments (JIL), is making the bid, which is not conditional on gaining up-to-date trading information.

JIL is ultimately controlled by the Barclay brothers, and is chaired by Aidan Barclay, the son of David Barclay, the older of the twins by 10 minutes. Aidan Barclay owns and runs the Ritz Hotel Casino, and is a director of a number of the brothers' investments. Advisers to JIL said they could not comment on how much money the Barclay family was putting into the financial structure of JIL, but it would be partly debt financed.

Mr Green had serious discussions with the Barclay family only began last week.

The bid values Sears at £519m (£556m) and puts it on an exit multiple, on current year forecasts of some £31m pre-tax, of about 25.

JIL is advised by Flemings, Sears by Warburg Dillon Read.

## RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends comprising dividend	Total for year	Total last year
Group	8 miles to Nov 1	31 (25.7)	0.744 (0.172)	0.7 (0.2)	1	Feb 26	-	-
Greenwich Resources	Yr to Sept 30	-	0.5559 (0.2281)	0.5 (nil)	-	-	-	-
Greenwich Computing	Yr to Oct 31	23.1 (6.68)	3 (0.6074)	5.73 (1.17)	0.5	May 3	0.5	0.5
HL Laboratories	Yr to Sept 30 *	5.36 (6.86)	8.44 (4.55)	5.82 (3.14)	-	-	-	-
Sports & Outdoor	8 miles to Sept 30	5.1 (-)	0.43 (-)	0.81 (-)	1.65	Feb 20	1.4	4.6
Stanley Leisure	8 miles to Nov 1	239 (22.2)	14.5 (10.1)	9 (3.3)	-	-	-	-

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. 10m increased capital. \*Comparative restated. £m stock.

## LEGAL NOTICE

Commercial Court File No. 98-CL-2854

ONTARIO COURT  
(GENERAL DIVISION)  
COMMERCIAL LISTIN THE MATTER OF THE COMPANIES' CREDITORS  
ARRANGEMENT ACT, R.S.C. 1985, c.C-36  
AND IN THE MATTER OF CONFEDERATION TREASURY  
SERVICES LIMITED, A BANKRUPT

BETWEEN:

CONFEDERATION FINANCIAL SERVICES (CANADA) LIMITED

Applicant

- and -

CONFEDERATION TREASURY SERVICES LIMITED, A BANKRUPT

Respondent

## NOTICE

Take notice that KPMG Inc., the liquidator (the "Liquidator") of Confederation Life Insurance Company ("Confed"), will bring a motion (the "Motion") before the Ontario Court (General Division) (the "Court") at 393 University Avenue, Toronto, Ontario, Canada, for an order (the "Bar Order") barring, waiving and extinguishing certain claims (the "Barred Claims") which may be brought by any person other than the Liquidator, U.S. Policyholders (including all individuals whose policies were issued by branches of Confed located in the United States or Puerto Rico) and the Commissioner of Insurance for the State of Michigan, in his capacity as both liquidator and rehabilitator of CLIC (U.S.) (the "Rehabilitator") against:

- Ernst & Young, Ernst & Young LLP and Ernst & Young International, Ltd. (collectively, "Ernst & Young") in connection with any acts, omissions or services given by Ernst & Young in respect of Confed or Confederation Treasury Services Limited ("CTSIL") which claims would give rise to a valid claim over being made by Ernst & Young against CTSIL; and
- Any of the former officers and directors of Confed or CTSIL (collectively, the "Former Officers and Directors") in connection with any acts or omissions of the Former Officers and Directors in respect of Confed or CTSIL which claims would give rise to a valid claim over being made by the Former Officers and Directors against CTSIL; and
- Harris Trust and Savings Bank ("Harris Bank") in connection with any acts or omissions of Harris Bank in respect of Confed or CTSIL which claims would give rise to a valid claim over being made by Harris Bank against CTSIL, and ancillary relief.

If the Bar Order is granted, all Barred Claims of any person other than the Liquidator and the Rehabilitator which could have been asserted against Ernst & Young, the Former Officers and Directors or Harris Bank which would give rise to a valid claim over against CTSIL will be forever barred, waived and extinguished.

Pursuant to an Order of the Court dated December 9, 1998, James Grout was appointed representative counsel to appear and represent the interests of any persons who may have an interest in the Motion independent of the Liquidator.

If you have any questions or want a copy of the Motion Record filed on the Motion, please contact the Liquidator in writing as set out below.

If you or counsel on your behalf wish to attend and make submissions at the Motion, you or your counsel must:

- serve a Notice of Intention to Appear on Goodman Phillips & Vineberg, counsel for the Liquidator ("GPV"), and file such Notice with the Court by no later than January 29, 1999;
- serve on GPV and counsel for all parties appearing on the Motion, any evidentiary material on which you intend to rely and file a copy of such materials with the Court no later than February 10, 1999; and
- serve on GPV and counsel for all parties appearing on the Motion a facsimile and book of authorities and file a copy of such materials with the Court no later than three days prior to the hearing date for the Motion, to be fixed by the Registrar of the Commercial Court.

Service on GPV shall be made as follows:

GOODMAN PHILLIPS & VINEBERG  
250 Yonge Street  
Suite 2400  
Box 24  
Toronto, Ontario  
M5B 2K6

Attention: Gale Rubenstein  
Fax: (416) 979-1234

A form of Notice of Intention to Appear and a list of all parties appearing on the Motion is available from GPV at the above address.

THIS NOTICE IS PUBLISHED PURSUANT TO AN ORDER OF THE COURT  
DATED DECEMBER 9, 1998.

## BUSINESSES FOR SALE

## KPMG

## Fine Art Wallcoverings Limited

The Joint Administrators, B Green, P Terry and P W Wallace of KPMG, offer for sale the business and assets of the following company.

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- Dedicated management team with a wealth of experience within the industry
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## KPMG Corporate Recovery

KPMG Corporate Recovery is a division of KPMG which is authorised by the Institute of Chartered Accountants in England and Wales to carry on Investment Business.

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## MEDIA ENDEROL ENTERTAINMENT

# Selling soap to Europe's viewers

A Dutch company's winning programme formats translate for diverse national audiences, says John Gapper

**I**n the wooded suburbs of Hilversum, the town that has been the centre of Dutch broadcasting since the 1930s, sits a gleaming white building. It is the nerve centre of the first European company to prove that soap operas and entertainment shows can travel across borders.

Endemol Entertainment, the company for which this serves as headquarters, is little known outside its native country. Yet its productions such as *Gedoe*, *Tijden*, *Slechte Tijden* in the Netherlands, *Isidoro* in South Africa, and *Medico de Família* in Portugal are nationally famous.

The same Endemol shows may turn up in different guises in different countries. A show in which teams of male and female celebrities take part in a karaoke competition can be watched in France as *La Folie*, in the UK as *Night Fever*, and under other names in Belgium, Italy and Germany.

"There are hardly any borders in television. A successful format in Holland works elsewhere in 95 per cent of cases, if you can adjust for local culture," says John de Mol, one of the two leading Dutch independent television producers who merged companies to form Endemol during 1994.

The company is now attracting more attention



John de Mol, full-time chairman

from European broadcasters as the number of pay television channels rises in step with the spread of digital technology. Along with Pearson Television, a sister company of the Financial Times, Endemol is Europe's largest independent producer.

It has also been expanding rapidly since it was floated in 1996, taking stakes in smaller production companies in the UK, Spain and Germany. It can now fairly claim to rival the large US film and television studios in making entertainment and drama programmes for European audiences.

Yet despite its potential, Endemol has not found life

as a public company easy.

It shares only recently surpassed the F148 level at

which they floated. That was helped by a decision to sell its troubled live entertainment arm, which puts on extravaganzas such as *Holiday on Ice*.

"I think their strategy is sound because consumers want local shows in their own language now, but I don't really see them as public company material," says one rival television executive.

"They are very much privateers that have spent their lives doing things their own way."

Mr de Mol concedes this point, and is now spending more of his time improving Endemol's public profile.

"Being public has influenced it the way the company is run.

During our first year, we underestimated what it meant, and we made many mistakes in dealing with the market," he says.

Mr de Mol had little training in dealing with an external audience of investors. He built up an independent production company in the 1970s after winning a contract to make a Christmas special on the US singer John Denver. Before that, he had worked in public television.

As a result, he admits that Endemol's directors tended to treat corporate governance as a part-time affair, preferring to work on programmes. "We spent 90 per cent of our energy on production and international growth, and were board

members from 9am to 2pm on Fridays," he says.

With Mr de Mol concentrating his energies full-time as the sole chairman, this is being corrected. But Endemol still has some way to go to prove that a network of European companies can form a powerful European television studio - and become more than the sum of its various parts.

Endemol's theory is that it gains in two ways from creating this network. It can save on operating costs by using the same studios to make similar programmes in different languages, and can increase revenues by taking a quiz show or drama format from one country and selling it to another.

Translating a format across a border can be a more tricky affair than is immediately apparent. For example, consumers have differing expectations about how long programmes should last - Italian and Spanish viewers are happy to watch shows lasting up to two hours.

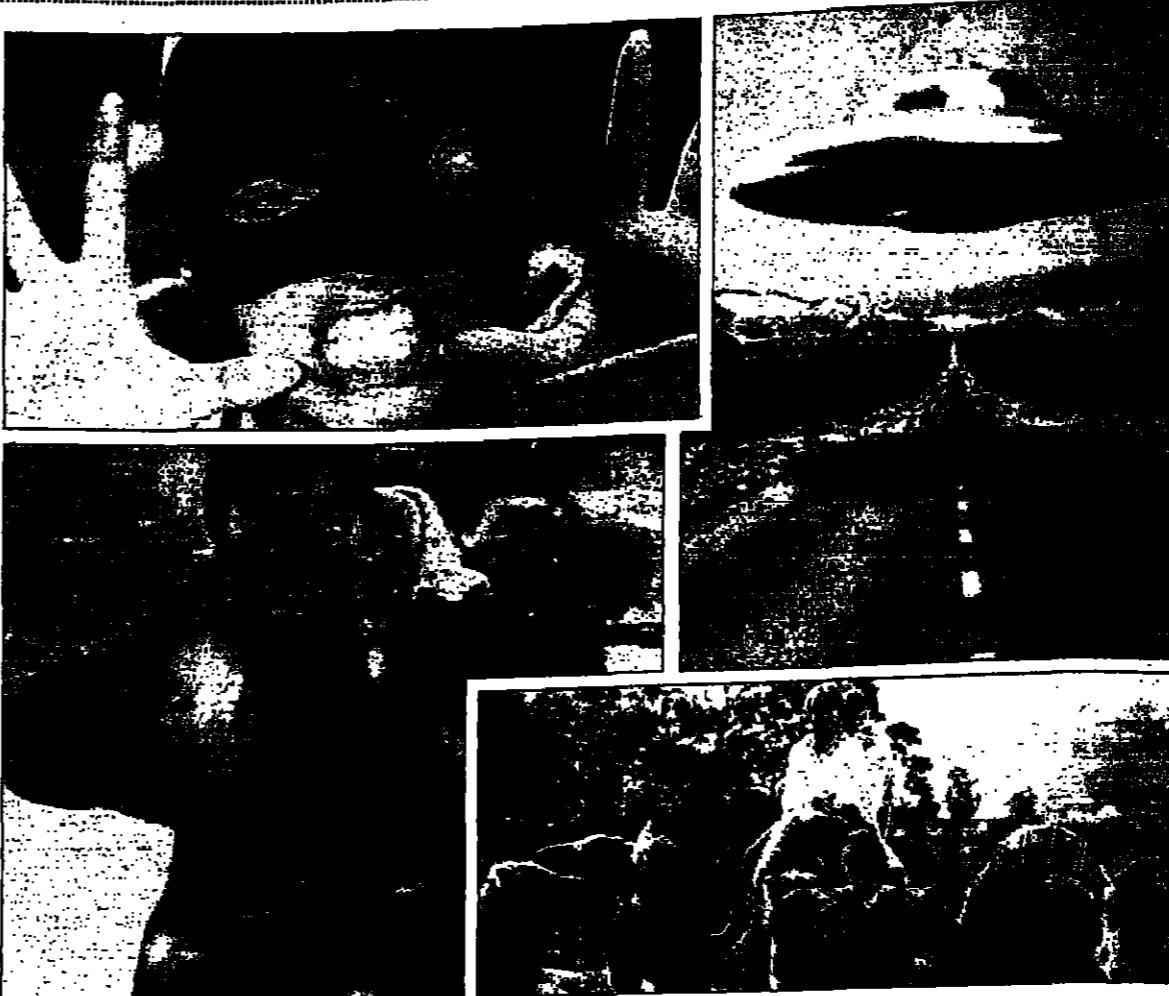
Mr de Mol argues that

Endemol's network of local production outlets in Europe give it an advantage over Hollywood studios in responding to this.

"Americans are not good at making local programmes for Europe because they want everything to be done the same way," he says.

Endemol is more inclined to be flexible due to its roots in the Netherlands, he says.

"We have the advantage of



Selected Endemol programmes: the company is trying to become more than the sum of its various parts

being Dutch. We operate from a small country, so the outside world is so large that we are used to adapting to local tastes, rather than saying our way is best".

As part of this approach, Endemol has tended to start by taking minority stakes in the local production companies it wants to be part of its network. It then acquires more of their shares as their founding entrepreneurs become more accustomed to an outside shareholder.

"This is still a young industry and we are talking about companies where the founders are working. They

think of the company as something like their baby, and before they give that away they want to be sure their baby will be treated properly," says Mr de Mol.

But there are dangers with this approach, as executives acknowledge. The more loose-knit its network, the harder Endemol may find it either to impose strong controls or to gain benefits of scale. Competitors argue its growth through acquisition is not enough in itself.

A further difficulty facing Endemol is that it concentrates strongly on mass market formats suitable for tra-

ditional free television broadcasters. Although it produces many shows that are relatively cheap for broadcast television, it has little presence on digital pay television networks.

Yet Mr de Mol argues that

there is plenty of room for growth in terrestrial television, in Europe and the US. It can not only make its own programmes but it can also act as a European distributor of US films. European distribution deals are becoming more important to US studios in raising finance for films.

A clear sign of Endemol's

new-found financial rectitude is its attitude to the US. While its directors displayed enthusiasm for a substantial US acquisition a year ago, they have become more cautious about the risks of such a venture, and are keener to stick to European turf.

They would clearly be taking renewed risks with the share price by making a large US acquisition. "We want to take it step by step in the US, and not jump into a big black hole," says Mr de Mol. He places more emphasis on selling Endemol formats to US networks that need new ideas.

## HEALTH CHOLESTEROL

## Drugs cut risk down to size

Pharmaceutical groups are competing to sell an effective but costly treatment, writes Clive Cookson

**S**One health message conveyed successfully to the public in recent years is that too much cholesterol is harmful. Most educated people know that eating excess animal fat is likely to raise the amount of cholesterol in the blood and increase the risk of heart disease.

Many know, too, that cholesterol comes in "good" and "bad" forms. But there is considerable confusion about how much cholesterol is desirable, how much is dangerous and what can be done to adjust its level in the blood.

An important new factor has entered the equation during the 1990s: a group of drugs called statins, which provide a simpler and safer method of cutting cholesterol than anything avail-

able previously.

Half a dozen competing statins are now on the market. These tablets, swallowed once a day, can quickly cut cholesterol levels by a third, with little in the way of obvious side-effects. In contrast, few people manage a reduction of much more than 10 per cent by following the first step recommended by doctors: a healthier diet.

No wonder the statins represent an exceptionally fast-growing and lucrative pharmaceutical sector. Frost & Sullivan, the international consultancy, estimates that the cholesterol-lowering drug market is growing by about 20 per cent a year;

1999 sales will be worth \$6.5bn in the US and \$3.1bn in Europe.

US companies dominate

the statin market. Merck is in the lead with Zocor - the world's second best-selling drug, after Astra's ulcer medicine Losartan. Until last year the second-placed statin was Pravachol from Bristol-Myers Squibb but Lipitor, launched jointly by Warner-Lambert and Pfizer in 1997 is

believed already to have overtaken it.

The sector's growth has been driven by a series of clinical trials, involving several thousand patients for each statin. These show that treatment cuts the number of heart attacks and strokes by about a third, both among patients who have already shown symptoms of cardiovascular disease and among people with raised cholesterol levels but no symptoms.

There is still some scepticism about the benefit of cholesterol-lowering drugs.

Cynics note that the compa-

nies paying for the clinical trials and the academic specialists carrying them out have a vested interest in obtaining positive results.

But Brian Pentecost, medical director of the British Heart Foundation, says a general consensus exists among doctors that high cholesterol levels should be cut. Reports in the early 1990s that cholesterol lowering might have behavioural side effects, including increased aggression and

suicide, have been discounted.

The medical debate focuses on who should receive statins and at what point, Prof Pentecost says.

"But this has become terribly muddled up with the economic debate about the costs and benefits of statins".

The costs are substantial, because the patient has to continue taking the pills indefinitely. Lipitor, for example, was launched in the UK with a price to the National Health Service that ranges from £45 (£392) to £612 per patient per year, depending on dose. According to the manufacturers, several million people in Britain would benefit from taking statins.

Doctors generally advise patients to keep total blood cholesterol levels below 200 mg/dL or 5.2 mmol/L, if possible by avoiding fatty foods and, to a lesser extent, taking exercise. But Prof Pentecost says the trend is to stop thinking about a single action level for cholesterol and look at cholesterol in the context of other cardiovascular risks, such as smoking, diabetes, family history, age and sex.

Maybe we will be able to have our cake and eat it, as long as it is spread with cholesterol-lowering margarine.

An extremely dangerous

level in a 60-year-old obese male smoker suffering from angina might cause little immediate concern in a 40-year-old woman with no other risk factors.

Looking to the future, statins are bound to dominate the cholesterol-lowering field for several years but researchers are already developing other drugs that might work more efficiently.

One approach is to investigate the genes of people who inherit low cholesterol levels and are naturally resistant to heart disease. This has led to the discovery of a liver protein involved in cholesterol synthesis, called MTP. Several companies are testing drugs that block MTP, with Bristol-Myers Squibb apparently taking an early lead.

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Maybe we will be able to have our cake and eat



## INTERNATIONAL CAPITAL MARKETS

## Prices higher on fears over Brazil

## BENCHMARK BONDS

By Aricay Ostrovsky  
in London and  
John Labein in New York

The markets edged higher yesterday as investors moved into liquid benchmark bonds in anticipation of a further devaluation of the Brazilian currency.

In the US, the 10-year Treasury, the most liquid bond in the US market, was one of the main "buy" targets among investors, which analysts said was evidence that liquidity was one of the main concerns in the aftermath of the Brazilian crisis.

The European markets were also a touch firmer but traders said that activity there was "sluggish" with

many investors adopting a wait-and-see policy.

However, the trend was clear. "The way things are heading, equities are going to feel a lot more pain, while Treasury and eurobonds are going to be big beneficiaries in the next few weeks," said David Brown at Bear Stearns.

The overall US Treasury market pushed higher as stocks fell back on Wall Street.

The 30-year bond, the benchmark for long-term interest rates, climbed 1/4 to 102 1/4, with the yield falling to 5.1 per cent. Among short-term issues the 10-year note rose 1/16 to 100 1/8, yielding 4.885 per cent, and the two-year note was up 1/16 to 100 1/8, yielding 4.506 per cent.

Fresh economic reports confirmed the trend of strong US growth with low inflationary pressures.

The consumer price index rose 0.1 per cent in December, while retail sales rose 0.9 per cent. Motor vehicle sales were among the retail bright spots.

Germany's benchmark bund future rose 0.29 to 117.32, while the UK gilt future was up 0.17 to 119.58.

Spreads between German bunds and Spanish bonds widened from 16 basis points to 27 points, while Italian bonds are now yielding 26 basis points more than Germany.

Analysts said the trend could result in another liquidity squeeze.

The Spanish bond market

came under particularly severe pressure because of the country's exposure to Latin America.

The main question investors face is whether the jet-set crisis could be contained within Brazil or whether it would spread to other emerging markets, sparking a new wave of a global economic melt-down.

While few perceive Brazil as posing the same threat as Russia, most investors are convinced that there is no quick fix to Brazil's crisis.

Glenn Davies at Credit Lyonnaise argued that Brazil should have devalued by about 30 per cent, which would have kept investors in the country by making it too expensive to shift into dollars, and allow Brazil to

lower interest rates to a level that would boost domestic demand.

The fact that Brazil has not done enough puts pressure on other emerging markets in Latin America," he said, but it could help other countries, especially in eastern Europe. "These countries have weathered the Russian crisis and had a tremendous start this year," said Mr Davies.

People did not believe

Wednesday's devaluation

was sufficient, which meant

interest rates had to stay

high in order to compensate

investors for currency risk.

## SFA shuts another trading firm

By Vincent Boland  
and Jane Marthson

The Securities and Futures Authority, which regulates UK futures and options, has

shut down another firm trading

in complex derivatives

instruments after one of its

clients lost £500,000, in the

second case of its type in less

than a month.

International Futures Corporation, a London-based firm that carried out "back-to-back" trades - matching identical trades between clients - in foreign exchange and exchange-traded derivatives, was closed earlier this week after the client lost the money trading in options on the Dax, the German stock market index, the SFA said.

Its closure follows that of Griffin Trading, which was shut down just before Christmas along with a sister firm, GLH (Derivatives), after John Park, an independent trader, lost £6.2m on German bond futures contracts.

Both the Griffin and IFC losses occurred in electronic trading on Eurex, Europe's biggest derivatives market. The collapse of Griffin has left at least 50 other independent traders, members of the London International Financial Futures and Options Exchange, unable to trade because their assets at the firm were frozen.

The SFA said IFC had an overall £200,000 shortfall which would hit about 500 clients, most of whom were individuals.

IFC was authorised on April 1 last year following a change in regulations governing futures and foreign exchange traders. Kevin Fane-Horne, senior executive officer and finance officer, did not return telephone calls last night.

## GOVERNMENT DEBT SIGNAL FOR EMU

## Hungary in auction of 10-year bonds

By Kester Eddy in Budapest

per cent" and 8 to 9 per cent by December, although some analysts estimate it could reach single figures much earlier.

The AKK had intended to issue 10-year bonds last autumn, but the Russian financial crisis forced it to postpone the initiative. Brazil's de facto devaluation of the Real on Wednesday, which sent emerging bond markets into a tail-spin, again threatened to undermine the issue, but the market's rebound yesterday allowed the auction to proceed smoothly.

Sentiment was also helped by a drop of two percentage points in the value of the forint on Wednesday within its intervention band, although the currency recovered slightly yesterday.

The issue of 10-year bonds caps a period of rapid development in the Hungarian government bond market, which began with an economic stabilisation package in April 1993 by Lajos Bokros, the former finance minister. Since then yields have fallen sharply, from 31.3 per cent on one-year Treasury bills to about 15 per cent.

Foreign investors are not allowed to buy bonds with maturities of less than one year, to prevent speculative investment. But foreign buying of longer-dated Hungarian government bonds has increased, peaking at Ft407bn, or about 17 per cent of publicly-issued debt, in mid-1998.

The total fell to Ft143bn after the Russian crisis but has rebounded to more than Ft300bn.

## Abbey National raises €2bn

## NEW ISSUES

By Kieran Merchant

Brazil was an unwelcome backdrop to the new issues market yesterday, ensuring only highly rated credits came to the market. Issuance was confined to safe names and five-year and 10-year credit spreads remained stable.

Abbey National, the UK bank, launched one of the biggest ever private-sector international bonds. The three-year €2bn floating-rate note by the UK's fifth biggest bank was priced to yield euribor plus four basis points.

The bank is one of the UK's most regular visitors to the international debt market and second only to Deutsche Bank in Europe by volume of private-sector issuance.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

Abbey National issued debt totaling £4.5bn last year. A \$1bn FRN note matures in a few weeks time.

The bank has a strong UK profile and negligible exposure to emerging market risk. This enhanced the bond's appeal, said Barclays Capital, which lead-managed the issue, the first euro-denominated offering by a UK financial group this year.

Portugal launched a 10-year €1.5bn bond underwritten by a syndicate headed by ABN Amro, BNP and Caixa, a Portuguese bank. The issue will be increased to €5bn through auctions starting next month. The bond was priced to yield 25 basis points over 10-year bonds and 14 basis points over the OAT curve.

The launch may be affected by the general nervousness surrounding emerging market debt. Two basis points below comparable Spanish debt.

Croatia is to launch its first euro-denominated bond, probably for €250m, with a maturity of either five or seven years. Croatia has issued in several euro-legacy currencies and the new bond is likely to be launched towards the end of February.

Bertelsmann, Europe's largest media company and a rare visitor to the debt market, launched a €200m five-year bond. The deal was priced to yield 89 basis points over the five-year Treasury. Bertelsmann has an implied single A debt rating.

Financial institutions have put plans for global bond issues on hold due to uncertainty following the bankruptcy of Gttic, the government-backed investment company, which has announced that it would file for bankruptcy.

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There has been a rush of long-dated deals this year as issuers try to lock in a low cost of borrowing. The fall in gilt yields has encouraged issues of long-dated bonds.

National Grid offered a 25-year £250m bond, the largest long-dated sterling issue.

Bankers said the bond attracted 40 investors, double the expected number of bidders.

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Bankers said the bond attracted 40 investors, double the expected number of bidders.

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Croatia is to launch its first euro-denominated bond, probably for €250m, with a maturity of either five or seven years. Croatia has issued in several euro-legacy currencies and the new bond is likely to be launched towards the end of February.

Bertelsmann, Europe's largest media company and a rare visitor to the debt market, launched a €200m five-year bond. The deal was priced to yield 89 basis points over the five-year Treasury. Bertelsmann has an implied single A debt rating.

Financial institutions have put plans for global bond issues on hold due to uncertainty following the bankruptcy of Gttic, the government-backed investment company, which has announced that it would file for bankruptcy.

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## CURRENCIES & MONEY

# Calmer markets ponder real's future

### MARKETS REPORT

By Alan Beattie

A tentative calm descended yesterday as most of Wednesday's knee-jerk movements in the world's currency markets were partially reversed.

Traders were relieved that the capital outflows from Brazil on Wednesday totalled only around \$1bn, considerably more than on a normal day but far less than might be expected given the 8 per cent drop in the real.

The Brazilian currency even managed a mini-recovery for some of yesterday, climbing off R\$1.32, the bottom of its new wide band. But later on it fell again. Standard & Poor's downgraded the rating for the Brazilian government's long-term debt, both real and foreign currency denominated, and Brazil's long-term foreign currency rating. This reawakened pessimism

about the future for the new real band.

The real closed at the end of London bounces along the bottom of its wide band at R\$1.32. Persistent rumours that a floating currency, or further devaluation before adopting a currency board, were being planned deterred investors from rebuilding positions in the currency.

But while the future for the real itself looked distinctly shaky, the market seemed to accept that the stampede toward safe havens on Wednesday had been a little over done.

The beneficiaries of Wednesday's crisis lost some of their gains yesterday. The euro, having acquired safe haven status by default

in POUND IN NEW YORK

Jan 14 -1.0000 -0.9987 911 -0.989

1 week -0.9980 -0.9974 404 -0.982

3 month -0.9970 -0.9964 220 -0.982

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## COMMODITIES &amp; AGRICULTURE

## Analysts see mixed year for metals

By Gillian O'Connor,  
Mining Correspondent

In the first couple of weeks of 1999, metals prices have picked up on any news of production difficulties, but rallies have soon petered out. Here are some of the factors analysts expect to influence trading in individual metals over the full year.

• **Aluminium.** Stocks are said to be higher than the official figures suggest and most analysts are expecting an increased surplus this year. Producers are niggling at costs, but are reluctant to make big capacity cuts.

This is partly because many operating costs fall in line with metal prices (so there is little incentive to reduce output) and partly because closing capacity is very expensive.

Ernie Nutter of RBC Dominion Securities, which has the highest price forecast in our poll, argued that even modest world growth should leave the market in reasonable balance. But Neil Buxton of Metal Bulletin Research described himself as "particularly negative" on aluminium.

• **Copper.** The surplus is expected to increase over the year because, although some significant cuts are expected eventually, they will be effectively neutralised by new capacity coming into production.

"Copper's case looks almost hopeless," said Nick Moore at Flemings Global Mining. Prices are already at their lowest in real terms since before the second world war, said Kevin Norris of Barclays Capital.

But most analysts expect a further dip in prices - before recovery begins later this year or in the first half of next.

• **Lead.** Stocks are low but

so is demand, particularly from Asia. Prices are likely to be influenced by the other metals.

• **Nickel.** New low-cost production methods being introduced to some Australian mines are getting a lot of attention. But Flemings argued that matters are the drastic cuts in purchases for use in making stainless steel, and big cuts by nickel producers will be needed to stem the fall in prices. Russian exports remain high.

• **Tin.** Analysts struggled to avoid the word "manipulation" in discussing tin stocks, but agreed that there were a limited number of suppliers. "Finely balanced," said Flemings.

• **Zinc.** As yet stocks have been falling without any effect on the price. John Lydall of First Marion Securities suggested that stocks are getting close to "pinch point".

Barclays Capital, however, argued that any rise in price would prompt an increase in Chinese exports.

• **Gold.** Just another commodity or still a hedge against inflation and crisis? The metal's performance is increasingly encouraging analysts to plump for the first description. Few of the central bank sales remains a worry.

• **Platinum.** Russian supplies are expected to provide the normal fodder for rumour-mongers.

• **Silver.** Substantial purchases by Warren Buffett, the well-known American investor, were behind last year's rise to \$7.80 an ounce.

Kevin Norris of Barclays Capital said demand was likely to stay sluggish this year: Asian jewellery demand and industrial use (in photographic film) are both expected to stay depressed.

## Poll offers little comfort for producers

Many analysts reckon the metal markets' turning point will only come when some of the big companies make production cuts

By Gillian O'Connor

This year's Financial Times poll of metals analysts contains little comfort for producers. It suggests that average 1999 prices of all the base metals, except zinc, could be even lower than the depressed 1998 averages.

True, most analysts are predicting some recovery from present levels - prices are bumping along near their five-year, or in some cases 11-year, lows - but they are forecasting only modest rises.

The poll was conducted before this week's Brazilian devaluation, which is likely to have some negative impact on demand and prices, although it is too early to quantify them.

However, even before this new threat to economic growth emerged, several analysts were already expecting to revise their forecasts downwards over the next few weeks - unless companies make significant capacity shut-downs. Forecasts for precious metals are mixed.

The analysts' caution is hardly surprising. This time last year most of them were predicting lower average prices for most of the metals, because of the Asian economic collapse.

The surge in Asian demand for metals in the mid-1990s had diverted attention from existing worries about the future supply sur-

pluses likely to result from the mining companies' expansion plans.

Asia's collapse, which began in 1997, choked back demand in a region that accounts for about a third of world consumption of metals such as copper and nickel, but the expansion projects were already under way. So prices plunged.

Analysts got the market's direction right, but underestimated the severity of the price falls. In the event, the average nickel price dropped by a third on the year, copper was 27 per cent down and zinc off 22 per cent. And aluminium, which nearly half the analysts expected to produce a price rise, fell by 15 per cent.

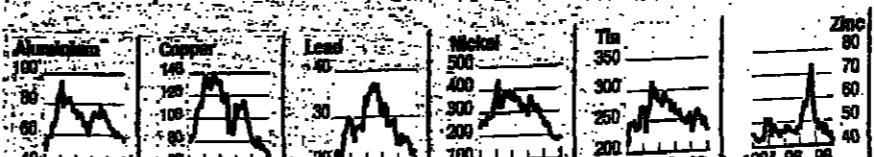
Every single forecast for aluminium, nickel and zinc was too high. Nickel forecasts, for example, ranged from 370 US cents per pound to 280 cents; the actual average was just 210 cents.

In short, it was not a good year to be an analyst, particularly an optimistic one. So all credit to them for putting their heads on the block again now.

Merrill Lynch's distinctly guarded optimism is typical of the responses to this year's poll: "What we may be looking at in base metals is the beginning of the end of 'the worst of times'." However, a significant recovery is not imminent."

Many of our panellists made the point that,

## Financial Times poll: forecasts of average 1999 metals prices



Aluminum: 220; Copper: 230; Lead: 240; Nickel: 280; Tin: 210; Zinc: 150

Source: FT Poll; 1998 average: Aluminum 270; Copper 260; Lead 250; Nickel 290; Tin 220; Zinc 170

1999 forecast: Aluminum 220; Copper 230; Lead 240; Nickel 280; Tin 210; Zinc 150

1998 actual: Aluminum 270; Copper 260; Lead 250; Nickel 290; Tin 220; Zinc 170

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• FT Cylind Unit Trust. Prices are available over the telephone. Call the FT Cylind Help Desk on (+44 171) 873 4378 for more details.

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## FT MANAGED FUNDS SERVICE

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• FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4328 for more details.

## **LONDON SHARE SERVICE**



## LONDON STOCK EXCHANGE

## Equities feel heat from Brazilian melting pot

## MARKET REPORT

By Steve Thompson,  
UK Stock Market Editor

Something of an uneasy calm settled over London's stock market yesterday as the spectre of a fresh dose of emerging market panic cast a shadow over UK stock prices.

Dealers and marketmakers continued to take the view that global markets had over-reacted to the latest events in Brazil, which have seen the governor of the central bank resign and the currency effectively devalued.

## Retailers see mixed fortunes

## COMPANIES REPORT

By Joel Khanz, Peter John  
and Bertrand Besset

Contrasting fortunes in the retail sector were on display yesterday. Marks and Spencer plunged after stunning the market with yet another profits warning but electrical goods retailer Dixons soared following Wednesday's upbeat trading statement.

With a Christmas trading update not expected until the end of this month, the timing of the M&S statement took analysts by surprise, while its contents surpassed the market's worst predictions.

The company revealed its UK sales for the five weeks to the beginning of January were down 4.2 per cent on a year ago, while sales for the 15 weeks to January 9 were down 4.1 per cent.

M&S also warned it now expected profits before exceptional items for the year to March 1999 to be between £625m and £675m, down from reduced estimates of around £760m and profits of £1.1bn a year earlier.

"This is far worse than many of us had expected and there appears to be no end to the bad news," said one dealer.

But another downside performance by Brazil, off almost 3 per cent during London trading hours, quickly permeated through to Wall Street, the global equity market benchmark, and saw London, along with most other European stock markets, run back to finish the session with further losses.

It's a difficult market to call at the moment, with Brazil and other Latin American markets in the melting pot and Wall Street looking uncertain at best. Europe is still well underpinned at the moment but can't possibly ignore anything like a big sell-off on Wall Street. If the Dow slides, so do we," was the view of one marketmaker.

All London's FTSE indices ended the session in negative territory, having spent much of the day with good gains.

Earlier, it looked as if predictions by market observers that Brazil's problems would be only a temporary brake on global market might prove correct.

Wall Street finished its Wednesday session down 125 points, having been off 240 at worst, and London dealers

prepared for an early rally. Those hopes were dashed, however, by another profits warning from Marks and Spencer, the UK's biggest clothing retailer.

The FTSE 100, burdened by a steep fall in M&S shares, dropped more than 51 points minutes after the opening of trading and fell below 5,800 before rallying strongly on hopes of a recovery on Wall Street.

At its best, at midday, the FTSE 100 posted a near 90-point gain. The index remained in positive territory until Wall Street went into a sharp reverse, the

Dow Jones Industrial Average falling away rapidly and posting a three-figure decline not long after London closed.

The slide on Wall Street gathered pace thereafter, with the decline extended to more than 150 two hours after London closed.

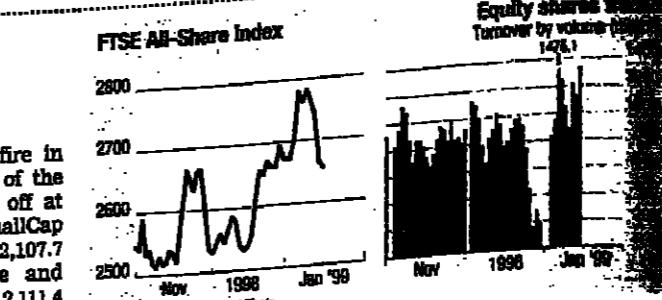
The FTSE 100 ended 29.9 points at 5,820.2 with marketmakers and dealers unwilling to speculate on the market's short-term future.

Second-line stocks looked on safe ground all day. The FTSE 250 looked set to recross the 4,800 level and hit a session-best of 4,835.5

only to come under fire in the last few minutes of the session and close 1.6 off at 4,872.8. The FTSE SmallCap ended 0.9 down at 2,107.7 after looking secure and posting a 28 gain at 2,111.4 in mid-session.

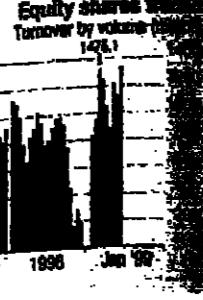
Marks and Spencer was not the only retailer hogging the market headlines. Dixons' internet success and good results drew a warm market response, as did the Philip Green-led bid for Sears, but Storehouse demonstrated the malaise facing much of the high street.

Turnover expanded to 1.34bn shares.



Source: FTSE International/Topic

Equity shares traded



Turnover by value (£m)

14.5 16.5

Nov Jan

## **WORLD STOCK MARKETS**

Highs & Lows shown on a 52 week basis

## eaders

Total Fina  
may shed  
FFr10bn  
of assets

### Fig. 1. Normal Curves in Pounds

**Rockwell**



The installation of Rockwell Automation systems helps Compaq save both time and money in assembling their computers.

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## FT/S&P ACTUARIES WORLD INDICES

The FTSE4P Actuaries World Indices are owned by FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The Indices are compiled by FTSE International and Standard & Poor's in conjunction with the **IFC investable indices**.  
 Faculty of Actuaries and the Institute of Actuaries.

WEDNESDAY JANUARY 13 1988														THURSDAY JANUARY 12 1988														DOLLAR INDEX													
US	Day's	Pound	Local	Local	Local	Gross	US	Pound	Local	Local	52	52	Year	Day's	US	Pound	Local	Local	52	52	Year	Day's	US	Pound	Local	Local	52	52	Year	Day's											
Dollar	Change	Sterling	Yen	Euro	Currency	% chg	Dollar	Sterling	Yen	Euro	week	week	ago	ago	Dollar	Sterling	Yen	Euro	High	Low	ago	ago	Dollar	Sterling	Yen	Euro	High	Low	ago	ago											
Index	%	Index	Index	Index	Index	day	Index	Index	Index	Index	High	Low	ago	ago	Index	Index	Index	Index	High	Low	ago	ago	Index	Index	Index	Index	High	Low	ago	ago											
Australia (76)	-2.4	185.54	148.58	203.48	217.74	-0.8	3.37	211.87	192.54	149.73	211.37	219.46	219.86	163.86	193.43	Argentina	681.20	-9.8	-14.8	AUSTRALIA (Jan 14 / Aus\$)										195.88	-0.8	13.18	12.82	13.18	12.82	149.40	5.3				
Austria (21)	-1.7	181.50	129.41	156.38	155.38	-3.1	2.23	183.22	166.89	129.55	161.38	161.28	161.45	181.60	183.43	Brazil	203.25	-12.4	-24.3	BRAZIL (Jan 14 / Real)										234.82	-5.0	14.80	14.40	14.80	14.40	149.80	5.3				
Belgium (22)	-1.2	369.92	298.24	360.49	350.49	-2.5	1.93	417.28	379.42	284.89	359.66	359.66	446.95	252.57	253.67	Colombia <sup>1</sup>	395.20	-5.7	-9.9	ARGENTINA	19.00	-8.5	12.10	11.50	12.10	11.50	149.80	5.3													
Brazil (32)	-1.3	92.14	72.78	96.95	244.03	-5.7	3.70	118.11	105.58	82.06	115.84	115.82	100.47	218.44	218.44	Mexico <sup>1</sup>	388.69	-7.5	-18.3	ASUR	2.34	-1.5	12.50	12.50	12.50	12.50	149.80	5.3													
Canada (117)	-1.0	100.47	147.15	201.51	226.82	-0.7	1.72	203.06	190.09	147.74	208.57	228.21	248.78	159.94	201.84	Peru <sup>1</sup>	127.08	-6.4	-5.4	Ash	0.76	-1.5	12.50	12.50	12.50	12.50	149.80	5.3													
Denmark (34)	-2.0	204.82	183.74	147.15	201.51	-2.2	1.63	501.53	456.02	354.43	500.38	439.96	357.33	420.12	448.48	Venezuela <sup>1</sup>	394.44	-3.5	-13.0	ANZAC	10.22	-2.1	12.00	12.00	12.00	12.00	149.80	5.3													
Denmark (34)	-0.9	497.22	346.06	357.21	488.19	-0.0	2.22	513.05	443.30	440.30	513.57	673.57	624.91	273.92	273.92	East Asia	403.00	-1.5	-1.5	ANZAC	2.88	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Finland (29)	-0.8	592.95	515.85	452.92	632.04	-6.2	1.59	623.04	566.51	440.30	573.57	673.57	624.91	273.92	273.92	Latin America	681.20	-9.8	-14.8	ANZAC	12.12	-2.5	12.50	12.50	12.50	12.50	149.80	5.3													
France (73)	-2.1	327.28	233.62	235.15	287.73	-3.5	2.18	334.39	304.05	236.32	286.11	298.11	354.45	228.39	228.39	China <sup>1</sup>	24.31	-8.0	-7.1	ANZAC	12.25	-2.5	12.50	12.50	12.50	12.50	149.80	5.3													
Germany (55)	-3.5	275.21	248.90	238.10	238.10	-4.8	1.36	285.22	259.34	201.55	261.28	251.28	325.61	200.09	222.16	India <sup>1</sup>	69.70	-1.1	+8.8	ANZAC	1.25	-1.5	12.50	12.50	12.50	12.50	149.80	5.3													
Germany (55)	-5.2	323.55	325.55	258.11	354.94	-7.0	6.18	330.33	345.82	286.78	378.45	765.19	386.53	211.47	-	Indonesia <sup>1</sup>	23.58	-11.2	-22	ANZAC	1.25	-1.5	12.50	12.50	12.50	12.50	149.80	5.3													
Hong Kong, China (67)	-4.0	313.13	280.91	224.96	308.07	-3.1	3.72	355.01	47.94	257.09	49.04	49.13	54.13	267.95	64.52	Korea <sup>1</sup>	59.58	-0.9	+12.1	ANZAC	2.22	-1.1	12.50	12.50	12.50	12.50	149.80	5.3													
Indonesia (28)	-10.2	48.73	43.72	35.01	47.94	-2.9	1.19	54.26	48.34	38.34	54.13	54.79	60.85	410.18	410.18	Pakistan <sup>1</sup>	89.93	-1.5	-4.9	ANZAC	1.25	-1.5	12.50	12.50	12.50	12.50	149.80	5.3													
Ireland (18)	-1.9	555.58	498.51	399.22	526.87	-5.2	1.79	558.63	515.22	400.44	544.79	544.79	505.85	410.18	410.18	Philippines <sup>1</sup>	130.11	-1.8	+5.7	ANZAC	1.25	-1.5	12.50	12.50	12.50	12.50	149.80	5.3													
Ireland (18)	-8.1	172.48	155.64	124.64	214.35	-4.4	1.30	178.01	162.77	125.51	224.28	224.28	192.84	123.73	123.73	Portugal <sup>1</sup>	175.00	-1.1	+1.1	ANZAC	1.25	-1.5	12.50	12.50	12.50	12.50	149.80	5.3													
Japan (44)	-1.5	58.90	66.93	66.93	55.34	-0.1	1.07	58.41	59.48	69.54	58.18	69.54	76.03	68.43	68.43	SGP	103.00	-1.00	-1.00	ANZAC	1.25	-1.5	12.50	12.50	12.50	12.50	149.80	5.3													
Mexico (29)	-7.3	904.75	811.65	650.00	880.10	-3.6	2.47	975.88	887.34	689.66	973.81	1077.63	173.73	787.15	1587.50	Taiwan, China <sup>1</sup>	70.90	-0.6	+3.0	ANZAC	1.25	-1.5	12.50	12.50	12.50	12.50	149.80	5.3													
Netherlands (28)	-3.6	484.47	443.60	355.24	424.93	-5.0	2.23	513.00	466.45	362.54	447.04	447.04	582.73	394.92	394.92	Thailand <sup>1</sup>	67.91	-5.1	+7.5	ANZAC	2.15	-0.8	12.50	12.50	12.50	12.50	149.80	5.3													
New Zealand (18)	-2.6	524.43	56.01	44.85	61.42	-6.1	2.14	54.26	63.97	62.20	63.97	62.20	77.84	45.68	45.68	Europe	1.44	-0.5	-0.5	ANZAC	0.50	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Norway (37)	-5.7	228.63	206.10	184.25	224.93	-5.5	2.50	242.42	220.42	171.32	241.85	244.95	357.71	181.88	287.56	Czech Rep	48.25	-5.7	-3.0	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Philippines (22)	-1.5	34.92	35.15	68.20	93.39	-3.7	0.81	56.46	57.71	68.17	96.24	182.20	106.88	42.48	82.12	Greece	637.53	-5.4	+2.0	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Portugal (18)	-2.4	238.36	183.29	308.90	308.90	-3.7	1.08	269.84	245.35	190.88	320.51	320.51	290.39	194.13	194.13	Hungary <sup>1</sup>	105.00	-1.3	-1.3	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Singapore (41)	-2.8	223.14	200.18	191.54	173.58	-2.2	1.84	229.49	208.68	182.18	229.95	229.95	246.74	102.45	181.88	Poland <sup>1</sup>	540.53	-6.5	+3.2	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
South Africa (36)	-1.6	186.33	167.18	132.86	183.32	-4.3	3.81	197.31	179.41	139.44	198.85	260.38	346.20	151.55	232.64	Portugal <sup>1</sup>	207.22	-2.8	+1.8	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Spain (30)	-5.9	377.09	338.29	270.91	406.12	-7.2	2.00	400.58	354.23	233.06	437.47	437.47	455.19	277.59	277.59	Sweden <sup>1</sup>	44.00	+0.5	+0.5	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Sweden (44)	-2.6	514.31	461.40	309.50	501.01	-5.0	1.93	527.58	479.71	372.84	526.36	526.36	512.17	328.19	328.19	Turkey <sup>1</sup>	139.48	-7.8	-8.7	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Switzerland (30)	-5.0	419.50	376.34	371.35	412.73	-3.9	1.21	425.53	386.92	300.72	424.53	368.93	441.85	307.73	333.03	Malta <sup>1</sup>	70.85	+2.3	+4.8	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Thailand (34)	-5.8	25.06	22.48	18.00	24.66	-3.6	4.2	26.81	24.18	18.00	26.54	37.81	28.84	8.15	142.11	Egypt	70.85	-2.3	+4.8	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
United Kingdom (207)	-1.8	373.99	335.51	268.89	367.95	-3.0	2.94	380.25	345.73	266.72	373.96	373.96	345.75	401.84	307.98	Israel	101.00	-4.5	-4.4	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
United Kingdom (207)	-0.4	503.21	453.82	365.83	500.99	-0.4	1.28	511.30	484.91	310.11	511.30	511.30	525.31	307.98	388.14	Jordan	222.24	-0.8	-2.6	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
USA (615)	-0.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Morocco	168.88	-1.2	+0.8	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Europe (733)	-0.8	451.25	404.82	324.19	443.97	-0.5	1.31	453.76	412.59	320.67	452.70	384.82	455.38	347.58	351.58	Aden <sup>1</sup>	270	-2.0	-1.0	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Europe (733)	-2.5	355.89	319.27	255.68	350.14	-3.9	2.10	356.94	321.87	257.94	384.14	334.70	366.22	223.63	283.09	Zimbabwe <sup>1</sup>	95.88	-4.5	-9.2	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Europe (345)	-3.2	103.98	92.74	74.27	97.21	-4.5	1.78	106.80	97.11	75.48	101.84	101.84	113.92	81.53	-	Regions	4.00	+3.6	+4.8	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Arctic (144)	-3.1	487.87	446.84	357.68	489.88	-3.9	1.02	513.63	467.03	362.98	512.44	512.44	555.97	360.04	392.96	Canada <sup>1</sup>	514	-5.1	-1.5	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Pacific Basin (729)	-1.8	105.66	94.79	75.91	103.96	-0.4	1.58	107.71	97.94	76.12	102.46	79.38	119.48	82.65	97.07	China <sup>1</sup>	171.24	-5.5	-6.6	ANZAC	0.25	-0.5	12.50	12.50	12.50	12.50	149.80	5.3													
Pacific Basin (1452)	-2.3	209.70	188.12	150.65	208.31	-2.9	1.95	214.89	186.21	151.72	214.19	175.24	221.79	166.00	174.64																										



## GLOBAL EQUITY MARKETS

US INDICES										US DATA										Dow Jones										JAPAN										FRANCE										
Day	Jan 13	Jan 12	Jan 11	1998/99	Open	High	Low	Close	Change	Day's	Jan 13	Jan 12	Jan 11	1998/99	Open	High	Low	Close	Change	Day's	Jan 14	Jan 13	Jan 12	1998/99	Open	High	Low	Close	Change	Day's	Jan 14	Jan 13	Jan 12	1998/99	Open	High	Low	Close	Change	Day's	Jan 14	Jan 13	Jan 12	1998/99	Open	High	Low	Close	Change	Day's
Industrial	3249.55	3474.68	3319.93	3000.32	7330.07	7424.22	41.22	7330.07	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
Home Buhrs	105.88	102.59	106.49	101.09	949.69	947.99	87/22	949.69	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
Transport	3160.42	3205.65	3200.32	3200.02	10147.17	10142.42	54.89	10147.17	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
Utilities	200.07	200.58	207.41	200.61	223.28	223.61	16.53	223.28	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
DJ Ind. Hdg. Hdg. 3492.34	3480.49	3480.49	3481.74	3481.49	10143.48	10143.48	10143.48	10143.48	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
Standard and Poor's	104.88	102.59	106.49	101.09	949.69	947.99	87/22	949.69	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
Computers	1234.40	1238.51	1235.28	1228.89	927.23	927.23	4.40	927.23	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
Industry	1495.05	1467.92	1516.76	1502.42	10140.44	10139.61	53.62	10140.44	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
Food & Bev.	131.43	128.43	131.08	127.88	10140.44	10139.61	53.62	10140.44	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
Oil Gas	590.72	594.59	594.04	591.08	10140.44	10139.61	53.62	10140.44	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
Automobiles	698.38	699.65	707.32	703.67	10140.44	10139.61	53.62	10140.44	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
NASDAQ Comp	2161.81	2220.75	2248.53	2248.53	10141.28	10141.28	54.67	10141.28	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
Retail 2000	424.85	427.35	433.13	419.41	10141.28	10141.28	54.67	10141.28	-	Day's	13	12	11	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's	14	13	12	1998/99	13	12	11	1998/99	-	Day's										
INDEX FUTURES										US DATA										Dow Jones										JAPAN										FRANCE										
US INDICES										US DATA										Dow Jones										JAPAN										FRANCE										
US INDICES										US DATA										Dow Jones										JAPAN										FRANCE										
US INDICES										US DATA																																								

# STOCK MARKETS

## Bourses struggle for direction after shakeout

### WORLD OVERVIEW

Equity investors spent much of yesterday sifting through the aftermath of Wednesday's severe shakeout and coming to few clear-cut conclusions about the immediate outlook for stock markets, writes Jeffrey Brown.

With Wall Street well off the bottom overnight and Tokyo taking heart from an improving dollar, Asian markets were relatively steady. Tokyo bounced 2.5 per cent

as the dollar improved close to Y114, against the Y108 at which recent US and Japanese intervention was triggered.

The dollar stayed firm in Europe and the initial recovery across the euro-zone was impressive in spite of latent concerns for further currency turmoil in Brazil.

Towards the close of the European day, however, there were clear signs of hesitation. With Wall Street opening

in sour mood, most markets came off the top and Frankfurt actually ran to a loss of 1.6 per cent.

German equities, which gained 7.2 per cent last week, have now shed 8 per cent in four days.

The first wave response from brokers to the latest Brazilian crisis is negative. Most notes concentrate almost exclusively on the outlook for global growth and profits.

Goldman Sachs expects

"an orderly" devaluation of the real to reduce its forecast of global earnings growth in 1999 by 1 percentage point to 6 per cent. However, a disorderly devaluation could halve the estimate to 3.6 per cent.

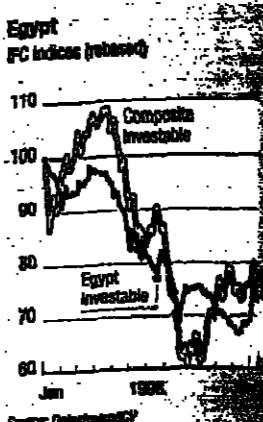
Despite the general doomsdaying, bid speculation

remained a potent prop to some share prices. Volvo and Gucci, two of the more likely takeover targets in Europe, cracked on specie.

Shares in the Italian fast-

### EMERGING MARKET FOCUS

## New chief seeks end to old style



The new chairman of Cairo's stock exchange will seek to improve co-ordination between Egypt's capital market institutions and the government to avoid the conflicts that erupted during the tenure of his predecessor.

Since his promotion from the post of vice-chairman a month ago Sameh Torgoman has attempted to smooth away the bureaucratic resistance to change at the exchange.

His cautious strategy is likely to differ markedly from that of Sherif Raafat, the architect of the changes, who resigned in December. Bureaucrats opposed to reform seized on Mr Raafat's robust style of presentation as an excuse to hamper his attempts to bring the moribund exchange to life after 30 years of inactivity.

Mr Torgoman said: "Some of the way Sherif Raafat delivered the message was not the right way. We are saying the same things. But the success of the capital market is the result of the work of several institutions. My solution is to try and find the right communication channel between all the parties."

Mr Torgoman's appointment was strongly supported by his predecessor. But market analysts see his experience in government as a strength and a weakness if the independent vision of the market is subsumed by political manoeuvring.

In the 18 months of Mr Raafat's term, the exchange

will remain the same despite the change at the top. Membership rules are to be refined, a new automated trading system installed, and clearing and surveillance systems streamlined. The exchange is also planning to improve the standard of corporate governance of listed companies.

"The voice of the market

should be clear and loud. What I hope to do is to make this voice go through the right channels," Mr Torgoman said.

Mark Hubbard

## Kodak drops 9.9% as Dow feels pressure

### AMERICAS

Wall Street pulled back for a second day, with pressure on blue chips especially strong as Eastman Kodak tumbled almost 10 per cent by mid-day, writes John Labate in New York.

Worries about the flow of forthcoming quarterly earnings, which will pick up pace next week, sent many stocks lower.

The midday Dow Jones Industrial Average was 122.04 lower, a loss of 1.3 per cent, at 9,227.52. Eastman Kodak, a Dow stock, plunged 9.9 per cent or \$7.8 to \$70.75 after the company reported earnings well below expectations. The blue-chip index was also pulled lower by AT&T, down 2.2% to \$82, and Coca-Cola, off 5.1% to \$58.5.

Other major indices also fell back, with the Standard & Poor's 500 down 8.14 to 1,226.26. Weaker technology prices sent the Nasdaq composite index down 5.61 to 2,311.30.

Small company shares lost ground as well, sending the Russell 2000 index off 1.0 at 423.81. Declining shares beat advancing ones on the New York Stock Exchange by a margin of 17 to 10.

Bond prices rose as stocks eased, with the benchmark long bond up 1/4 to 102.2, sending the yield lower to 5.100 per cent.

In the semiconductor sector, shares of Motorola fell \$2.4 to \$63.6 despite a raised rating by analysts at BancBoston Robertson Stephens a day after the company reported its quarterly results.

Advanced Micro Devices tumbled 2.6 per cent or \$3.6 to \$134.6 after the company's earnings fell short of expectations.

Overall, nine of the TSE's 14 sub-indices opened higher, but with gold, base metals and forestry products heading lower. By mid-session conglomerates and bank shares were leading the way down.

Computer graphics chip manufacturer ATI Technologies picked up 7.5 cents to C\$19.25 in active trading off 6.5m shares after the Toronto-based company reported first-quarter earnings of 23 cents a share against 12 cents a year earlier.

Saskatoon's Potash Corp was among the big losers, down C\$0.95 to C\$10.30 after two prominent brokerages downgraded the chemical and fertiliser company.

São Paulo slips again after early rally fades

SAO PAULO reversed an early rally to move lower in the wake of Thursday's announcement of an effective devaluation of the Brazilian currency.

At mid-session, the Bovespa was off 162 at 5,455. Over the previous five sessions, the benchmark has tumbled almost 26 per cent.

MEXICO CITY. In contrast, pushed higher, helped by a rally for blue chips

which reversed a run of nine consecutive trading losses for the market. Tameb rose 30 centavos to 22.70 pesos although brokers said volumes were on the thin side. At mid-session, the IPC index was up 24.34 at 3,324.85.

CARACAS stayed weak with soft international oil prices and currency concerns keeping a tight lid on sentiment. The IBC index lost 76.54 or 1.6 per cent to

1,535.26 at 4,738.00.

AMSTERDAM rebounded 0.82 or 1.3 per cent to 514.11 on the AEX index with telecoms leader KPN - up 7.5 per cent - turning in the

day's best performance. KPN

rose €3.20 to €45.20, while Heineken gained €2.15 to €50.45.

FRANKFURT stabilised after its 6.5 per cent fall on Wednesday, with several of the worst-hit stocks recouping some of the ground they lost on worries about their exposure to Latin America.

The general index was 1.7 per cent higher at one stage before falls in early trading

before settling down to close at 3,783.60, up 7.1 cents or 2.4 per cent.

PARIS traded fairly narrowly in dull volumes to close with the CAC-40 index up 38.24 at 3,997.06. This was 38 points below the best of the session.

Renault was a firm feature, adding €2.30 or 6.1 per cent to €39.90, and so was France Telecom, which ended €3.61 better at €74.10.

Oils lost ground. Total shed €3.10 at €91.70 and Elf Aquitaine €2.80 at €98. A downgrade from Goldman Sachs sent food retailer Carrefour down €22 at €597.

LVMH remained upbeat amid talk that it and Italian fashion house Gucci were close to a "deal". The luxury goods leader rose €2 to €198.

Amsterdam-listed Gucci jumped €4.90 or 8.9 per cent to €59.

Pharmaceuticals were in focus after Roche reported 1998 sales rose 31 per cent. The figure was in line with expectations but still prompted a number of recommendations.

Upbeat comments about

sales of its obesity drug Xenical and the prospects for its

approval by the US authorities helped to keep Roche certificates up SFr130 at SFr17,400.

Novartis, which announced it was creating a unified registered share, gained SFr11 to SFr2,781.

Some analysts set a price target for the stock well above SFr3,000.

Financials, which ran into heavy selling on Wednesday on worries over Brazil and China, saw an early rally run out of steam.

UBS finished SFr14.50 lower at SFr41.50 and CS Group was SFr5.75 down at

## Brazil fears weaken Frankfurt

### EUROPE

The impact of the Brazilian crisis took a further toll on FRANKFURT which fell sharply late in the day as Wall Street made a weak start. The Xetra Dax index, which rallied to an intraday 5,093.65, turned back to close 7.27 lower at 4,902.75.

Banks, heavily sold on Wednesday, were hard hit again. Deutsche Bank tumbled €3.09 to €65.91, Dresdner Bank €1.85 to €64.45 and Commerzbank 78 cents to €25.12.

The motor sector was mostly weaker but Daimler-Benz put DM1.19 to DM7.49 on the prospect of merger talks between DaimlerChrysler Aerospace and France's Aerospatiale.

BMW lost €4.50 to €61.50 and VW lost DM1.80. All three groups pledged yesterday to press ahead with

mergers. The FISE Eurotop 300 index rose 1.16 or 0.10 per cent to 1,170.51. See Euro Price page.

multi-million dollar investments in new Brazilian car plants this year in spite of the relatively buoyant performances of the leading pharmaceuticals stocks

attempted to counteract further weakness in the financials.

The SMI index finished 3.7 lower at 7,088.0, off a high of 7,238.6.

Pharmaceuticals were in focus after Roche reported that 1998 sales rose 31 per cent. The figure was in line with expectations but still prompted a number of recommendations.

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UBS finished SFr14.50 lower

## RECRUITMENT



ROBERT TAYLOR

## Reinventing work

A new study argues that US companies need greater employee involvement

The extraordinary growth of employment in the US continues with no sign of any reverse. With only a 4.3 per cent record unemployment rate, the country is enjoying the lowest unemployment since 1969.

This success story is not confined to the highly skilled and better educated employees. The largest job gains are being made by the most disadvantaged groups - young people and black Americans. Net employment growth in the US last year totalled nearly 3m jobs. Moreover, wages that were stagnant for two decades have started to rise and so has productivity.

The engine of employment expansion has been in the varied services sector. But these are not all low-paid, insecure part-time jobs in hamburger joints. Business services continue to be buoyant while concern over the potentially destructive impact of the millennium bug at the end of this year is boosting demand for computer experts from supplying companies.

There are dire predictions that this kind of performance cannot go on for much longer but for the moment it should silence the sceptics who worry about the "end of work" and the triumph of technology. Indeed, the reality of the US labour market should provide an opportunity for the government and companies to develop policies that will enable the country to adapt to future structural changes.

This is the central message in an important new study on the future of work, written by David Levine from Berkeley University's business school. He believes that not all is well with the US employment system. In the past the country thrived by producing large quantities of highly standardised goods. Now the trend is towards more customised products and high-quality services. "In today's economy, semi-skilled and unskilled labour are less valuable," argues Prof Levine. He believes a "different kind of worker is needed" and the

economy is not getting enough of them.

What needs to be done, he argues, is to loosen rigidities in corporate structures which provide few incentives for employees to improve their skills and display little enthusiasm for investing in social capital. Prof Levine believes in the spread of existing best employment practices which involves ensuring service providers are held accountable to their clients through the creation of transparent and standardised assessments to measure individual and team performances. Sensibly Prof Levine believes necessary reform can be achieved by going with the flow of US employment practices without seeking to impose foreign models from Japan or western Europe. However, one of his most striking arguments is that the way to better employee performance lies through what he calls the "reinvention of workplace regulation". This would encourage greater employee involvement and approval in the making of company decisions which would ensure more efficiency and

competitiveness. He is particularly enthusiastic about the creation of employee consultative bodies similar to the works councils in operation in most mainland European countries. Prof Levine argues that they could provide a highly effective means for motivating and training employees.

He does not see these workplace bodies being based on notions of equity and representative democracy. In his view they can help companies to replace their traditional command and control rules with more accountable ways of working that encourage problem-solving and greater use of incentives to stimulate quality and meet customer needs. Prof Levine also has some sensible proposals to develop what he calls the "life cycle" of labour and social policies - from improving childcare for single mothers who want to work to a school-to-work programme for poor neighbourhoods through the encouragement of partnerships between schools, business and voluntary bodies. He calls for a "re-employment system that moves people from one job to the next with maximum transferability of job skills and without loss of health insurance or the value of pensions".

It may be argued that such ideas are interesting but not necessary to guarantee the continuation of the US's impressive employment performance. But such a

## International living costs index: selected cities

Country	City	Living costs index	£1	US\$1	Country	City	Living costs index	£1	US\$1	Country	City	Living costs index	£1	US\$1
Japan	Osaka-Kobe	152.50	200.000	0.53	Spain	Barcelona	162.70	75.000	0.54	Algeria	Algiers	91.13	62.900	0.51
Japan	Yokohama	127.00	200.000	0.53	Portugal	Lisbon	160.00	71.112	0.52	El Salvador	San Salvador	91.13	71.700	0.52
Japan	Tokyo	154.67	200.000	0.53	France	Paris	161.31	5.141	0.53	Canada	Montreal	90.95	2.600	0.51
Japan	Osaka	118.50	221.801	0.53	Sweden	Stockholm	162.92	230.000	0.54	Lithuania	Vilnius	91.17	3.470	0.57
China (PRC)	Shanghai	718.35	221.801	0.53	Spain	Madrid	163.00	230.000	0.54	Canada	Montreal	90.95	2.600	0.51
Japan	Alaska	118.50	200.000	0.53	Austria	Vienna	163.00	230.000	0.54	Lithuania	Vilnius	91.17	3.470	0.57
China (PRC)	Beijing	581.35	177.35	0.53	Italy	Rome	163.92	230.000	0.54	Germany	Frankfurt	91.12	2.774	0.52
Norway	Oslo	169.50	12.357	0.53	Austria	Vienna	164.25	1.112	0.52	Denmark	Copenhagen	91.20	324.200	0.52
Belgium	Brussels	126.47	830.200	0.52	Belgium	Brussels	164.65	67.304	0.53	Greece	Athens	91.21	478.000	0.52
Switzerland	Geneva	102.31	2.200	0.51	Belgium	Brussels	165.00	67.304	0.53	Malta	Valletta	74.42	6.620	0.45
Germany	Cologne	110.61	10.045	0.51	Belgium	Brussels	165.61	67.304	0.53	Philippines	Manila	74.75	76.100	0.52
Denmark	Copenhagen	102.31	8.045	0.51	Belgium	Brussels	166.00	67.304	0.53	Thailand	Bangkok	75.00	254.000	0.52
Spain	Barcelona	154.14	2.000	0.50	Belgium	Brussels	166.65	67.304	0.53	Spain	Madrid	75.29	225.500	0.52
UK	London	100.00	3.000	0.52	Belgium	Brussels	167.00	230.000	0.54	Portugal	Aveiro	77.94	472.100	0.52
China (PRC)	Shanghai	58.00	50.000	0.52	Belgium	Brussels	167.65	67.304	0.53	Portugal	Lisbon	78.70	284.000	0.51
Israel	Tel Aviv	98.20	7.000	0.52	Belgium	Brussels	168.32	67.304	0.53	Malta	Valletta	79.20	6.620	0.45
Germany	Munich	98.01	2.774	0.52	Belgium	Brussels	168.80	67.304	0.53	El Salvador	San Salvador	79.59	14.700	0.52
Denmark	Copenhagen	94.64	16.125	0.52	Belgium	Brussels	169.37	67.304	0.53	Malta	Valletta	79.65	6.620	0.45
Spain	Barcelona	97.70	2.000	0.52	Belgium	Brussels	170.00	67.304	0.53	Malta	Valletta	79.71	6.620	0.45
Poland	Warsaw	95.75	8.450	0.51	Belgium	Brussels	170.65	67.304	0.53	Malta	Valletta	79.75	6.620	0.45
Germany	Berlin	95.75	8.450	0.51	Belgium	Brussels	171.32	67.304	0.53	Malta	Valletta	79.81	6.620	0.45
Spain	Madrid	95.75	274.300	0.52	Belgium	Brussels	171.88	67.304	0.53	Malta	Valletta	79.85	6.620	0.45
Italy	Rome	95.75	274.300	0.52	Belgium	Brussels	172.45	67.304	0.53	Malta	Valletta	79.91	6.620	0.45
Belgium	Brussels	95.75	274.300	0.52	Belgium	Brussels	173.02	67.304	0.53	Malta	Valletta	79.95	6.620	0.45
Spain	Barcelona	95.75	274.300	0.52	Belgium	Brussels	173.58	67.304	0.53	Malta	Valletta	79.99	6.620	0.45
Belgium	Brussels	95.75	274.300	0.52	Belgium	Brussels	174.15	67.304	0.53	Malta	Valletta	80.03	6.620	0.45
China (PRC)	Beijing	94.47	13.287	0.52	Belgium	Brussels	174.72	67.304	0.53	Malta	Valletta	80.07	6.620	0.45
China (PRC)	Shanghai	94.44	221.000	0.52	Belgium	Brussels	175.29	67.304	0.53	Malta	Valletta	80.11	6.620	0.45
China (PRC)	Shanghai	94.44	221.000	0.52	Belgium	Brussels	175.85	67.304	0.53	Malta	Valletta	80.15	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	176.42	67.304	0.53	Malta	Valletta	80.19	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	176.98	67.304	0.53	Malta	Valletta	80.23	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	177.55	67.304	0.53	Malta	Valletta	80.27	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	178.12	67.304	0.53	Malta	Valletta	80.31	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	178.68	67.304	0.53	Malta	Valletta	80.35	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	179.25	67.304	0.53	Malta	Valletta	80.39	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	179.82	67.304	0.53	Malta	Valletta	80.43	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	180.38	67.304	0.53	Malta	Valletta	80.47	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	180.95	67.304	0.53	Malta	Valletta	80.51	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	181.52	67.304	0.53	Malta	Valletta	80.55	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	182.08	67.304	0.53	Malta	Valletta	80.59	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	182.65	67.304	0.53	Malta	Valletta	80.63	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	183.22	67.304	0.53	Malta	Valletta	80.67	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	183.78	67.304	0.53	Malta	Valletta	80.71	6.620	0.45
China (PRC)	Beijing	94.44	221.000	0.52	Belgium	Brussels	1							

# SETTLEMENTS MANAGER

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- sound multi-currency investment accounting skills

- five years' relevant experience in a similar position
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- PC proficiency, particularly Word and Excel
- Whilst developing and managing your staff you will also ensure the following:
  - timely and accurate settlement of worldwide transactions
  - timely and accurate reporting of investment positions
  - periodic reconciliation of cash and investment positions
  - development of systems and procedures
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ROBERT WALTERS ASSOCIATES

# RISK/DERIVATIVES ANALYST

## LONDON

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- Designing acceptance testing plans, writing test matrices and carrying out acceptance testing on new programs.

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Alternatively, please contact James Gundry at Robert Walters Associates (Hong Kong), 21st Floor Jardine House, One Connaught Place, Central, Hong Kong. Tel: +852 2525 7808, or fax details on +852 2525 7768.

Email: [james.gundry@robertwalters.com](mailto:james.gundry@robertwalters.com) Web: <http://www.robertwalters.com> You may also apply via [http://tape.com/Robert\\_Walters](http://tape.com/Robert_Walters) quoting reference RW259.

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You will also possess the following:

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- Strong knowledge of: Derivatives products (interest rate and equities), revaluation, usage
  - Vanilla and non-standard option pricing models
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- Having experience in management of IT related projects, analysis, specification and design of changes and improvements will be advantageous.

ROBERT WALTERS ASSOCIATES



LONDON THAMES VALLEY AMSTERDAM BRUSSELS FRANKFURT NEW YORK HONG KONG SINGAPORE SYDNEY MELBOURNE BRISBANE WELLINGTON AUCKLAND JOHANNESBURG



## Big news for the ambitious few.

**NOKIA TELECOMMUNICATIONS** is looking to strengthen its **CUSTOMER SERVICES** organisation in Europe. Network Services is a business unit within Customer Services that develops, sells and delivers services to telecom operators. The services include i.a. consulting, network planning, training, network operations / technical support. The demands on the services organisation are growing all the time:

- Telecom operators are increasingly looking for crossborder delivery services, preferably Europe-wide
- Simultaneous demand for increased cost-effectiveness and increased speed of roll-out requires good transborder utilisation of resources
- The growth over several years requires a consistent and persistent focus on competence development

Network Services is looking for seasoned professionals for key positions in Amsterdam, The Netherlands:

Network Services Manager, Europe

You will have business responsibility for Network Services in Europe and responsibility for further developing business by formulating and executing a Europe-level strategy. You will be responsible for adapting the existing global service portfolio and facilitating new service development. On the operative side, further development of service delivery competence will be your main focus. You will lead the Network Services Europe team and be a member of global Network Services Management. In order to be a potentially successful candidate you should have a solid track record in telecommunications. Furthermore, you should demonstrate sound business judgement, strategic insight and a thorough understanding of the operating, marketing and service provision needs of an operator. More information: Ari Lehtoranta, tel. +39 348 2200742, email: [ari.lehtoranta@nokia.com](mailto:ari.lehtoranta@nokia.com) or Timo Hänninen, tel. +358 40 585 3135, email: [timo.hanninen@nokia.com](mailto:timo.hanninen@nokia.com) Internet search words: Networks Services Manager

Marketing Manager, Europe

Your role will be to steer the market-driven strategy process, to further develop the comprehensive service portfolio and to drive the marketing and consulting efforts of Network Services in Europe. You will have a team helping you to accomplish your mission. To accomplish this, we believe that you should have a solid marketing track record in telecoms or a related industry, you should be able to demonstrate results and quality of work, show understanding for the telecoms industry and be an energetic driver for change in your environment.

More information: Carl-Magnus Cedercantz, tel. +358 40 530 2641, email: [carl-magnus.cedercantz@nokia.com](mailto:carl-magnus.cedercantz@nokia.com) Internet search words: Marketing Manager

Common requirements for all of the above mentioned positions are:

- Understanding and recognition of the forces shaping the telecoms market place today.
- Strategic thinking and a sound business focus.
- Creativeness, an urge to try new ideas with solid reasoning and pragmatic results, thereby introducing new creative solutions and

Please send your applications by January 29, 1999 to Nokia Telecommunications, Customer Services, Human Resources, Liisa Säteri, P.O. Box 360, 00045 NOKIA GROUP, Finland. Please indicate the job title on the envelope and on the application.

**NOKIA** is a global leader in telecommunications technology, developing and supplying complete network infrastructure systems for the global wireless, fixed and converging markets. NTC provide solutions and customer services concerning analog and digital wireless networks, fixed access networks and dedicated networks.

Network Operations Support Services Manager, Europe

As Network Operations Support Services Manager you will be responsible for the operative management of providing operating and maintenance services in Europe. In addition to planning and coordinating the efforts needed in the service provisioning, you will drive the Network Operations Support Services development in Europe.

To be successful in this we believe you should have a solid track record in telecommunications, preferably with an operator, firm experience in international business and the capability to orchestrate and inspire your team to meet our customers' needs in telecommunication's challenging environment.

More information: Reijo Smolander, tel. +358 40 552 9681, email: [reijo.smolander@nokia.com](mailto:reijo.smolander@nokia.com) Internet search words: Networks Operations Support Services Manager

Process Development Manager, Europe

Your objective is to further develop and implement the System Manager role, the Care process, competence development and training programs. Mentoring System Managers in Europe - by sharing best practices - will be one of your key tasks. You will also contribute to furthering the development and implementation of processes and metrics in Europe, together with NS Service Line managers. In addition, you will contribute to tools harmonisation. To accomplish this task we believe you should have experience in the telecommunications industry, an understanding of processes and competence development, and good interpersonal skills.

More information: Kirs-Maria Salmela, tel. +358 40 504 5124, email: [kirs-maria.salmela@nokia.com](mailto:kirs-maria.salmela@nokia.com) Internet search words: Process Development Manager

service concepts.

- Understanding behavioral demands when dealing with a global organisation.
- Understanding operators' business processes and recognition of the changing nature of the business environment.

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- Expanding team structures and arranges big ticket tax and financial statement driven transactions for multinationals and domestic clients.
- Small, highly professional group of proven performers. Outstanding reputation for innovative tax and debt products.
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- Key role responsible for originating highly structured, tax and financial statement driven, asset based transactions. Involvement in all aspects of deals.
- Identify and qualify new business opportunities. Assist in structuring new financial products to satisfy customer requirements.

SAINTY, HIRD &amp; PARTNERS



Innovative Executive Recruitment

- Develop strong relationships with current and potential clients. Work productively with other team members.

## QUALIFICATIONS

- High calibre professional with at least four years' relevant experience originating structured transactions and developing new business.
- Impressive track record with proven ability to identify, structure and close complex transactions. Astute commercial judgement.
- Proactive marketer. Ability to quickly grasp business opportunities and conceptualise solutions. Confident handling business at senior levels.
- Strong communication and analytical skills. Entrepreneurial, deal-driven self-starter. Team player.

Please send a full cv and current salary details, quoting ref: 990101, to Simon Hird, SHP Associates, Aldersgate House, 10-15 Queen Street, London EC4N 1TX. Tel: 0171 815 8888. Fax: 0171 815 8800. E-mail: shpa@shpa.co.uk Internet: <http://www.shpa.co.uk>

## JUNIOR TRADER

## IN SECURITIES LENDING - FRANKFURT

- Paribas is an established Global Investment Bank, with a presence in 60 countries and over 20,000 employees.
- We are currently recruiting for a "Junior Trader" position in Securities Lending in our Frankfurt Office.
- Your tasks will be very diversified, offering you a great deal of autonomy. You will have responsibility for:
  - Trading of German equities in the Securities Lending Market
  - Acquisition of new clients on the borrowing and lending side
  - Product development of securities lending related products
- As a successful candidate, you will be a graduate with a strong academic background in Finance or Economics, and possess good interpersonal skills. You will also be fluent in English and have a good command of the German language.
- As a "Junior Trader" on our Securities Lending Desk, you will be given the opportunity to quickly develop your skills in trading, sales and product development.

Interested applicants should forward a copy of their CV together with a covering letter to Liane Biba:

PARIBAS  
Gruenewegweg 14  
D-60322 Frankfurt am Main  
Tel.: (49) 69 15 20 52 38

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- services environment or a proven track record in public affairs. A demonstrable and genuine interest in politics and commercial affairs is essential.
- Ambitious and self-reliant you must thrive working within a young, specialist organisation in a dynamic and growing industry. First class communication and influencing skills and the stature and credibility to operate and influence successfully at Board level are pre-requisites for the role.
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Please apply by writing quoting reference 8041 with full career and salary details to:  
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11 Hill Street, London W1X 8BB  
Tel: 0171 280 2054. Fax: 0171 290 2050  
E-mail: [flora.makowski@zmp.com](mailto:flora.makowski@zmp.com)  
[www.whiteheadselection.co.uk](http://www.whiteheadselection.co.uk)



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## Business Development Manager

## Offshore Trust &amp; Corporate Structures

The client is a leading independent and specialist provider of Offshore Trust and Corporate Management and Administration Services. With responsibility for assets valued in excess of \$5 billion, the company has an impressive track record. It now has an exciting opportunity for a dynamic individual to join its management team.

The Business Development Manager will report to the Chief Executive Officer. They will be accountable for identifying and developing new business opportunities with companies and high net worth individuals throughout the world. This includes creating and implementing the new business development strategy. International travel will be involved.

Candidates must have a good technical appreciation of offshore trusts and corporate structures, and they must be able to

demonstrate an innovative approach to addressing client needs. Of graduate calibre, they will be team orientated and self motivated with the drive to deliver to plan. A second language would be an advantage. Strong commercial skills and well developed interpersonal and presentation skills are essential.

A highly attractive remuneration package will be offered to the right candidate.

If you have the drive and enthusiasm to add value to this business at an exciting time, please reply in confidence by sending your CV to Michael Fahey at Thornton Fahey, 25 Adam & Eve Mews, London W8 6UG. Telephone 0171 937 6030 Facsimile 0171 938 3010.

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SEARCH AND SELECTION



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## CLIENT RELATIONSHIP DIRECTOR

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Barclays Global Investors is one of the largest investment management groups in the world with assets under management in excess of £300 billion, of which £67 billion are managed in the UK and Europe.

Critical to their success is the provision of consistent and proactive support to the complex needs of their international client base. Resulting from continued business growth, they are seeking to appoint a highly skilled relationship manager to work within the Client Advisory Group.

## THE POSITION

- Responsible for managing all aspects of the relationship of a portfolio of clients. Oversee the provision of a diverse product range to predominantly UK pension funds.
- Maintain and strengthen existing client relationships.
- Actively participate in new business creation and contribute to strategic development.

SAINTY, HIRD & PARTNERS



Innovative Executive Recruitment

Please send full cv and current salary details, quoting ref: 990104, to Anne White, SHP Associates, Aldersgate House, 10-15 Queen Street, London EC4N 1TX. Tel: 0171 815 8888. Fax: 0171 815 8800. E-mail: [shpa@shpa.co.uk](mailto:shpa@shpa.co.uk) Internet: <http://www.shpa.co.uk>

## Leading Investment Bank

## MANAGEMENT/STRATEGY CONSULTANTS FOR BANKS &amp; INSURANCE SECTOR ANALYSIS

## SIX FIGURE PACKAGES / CITY

Our client is a global market leader in investment banking and securities, with a reputation for delivering high-value investment ideas to major financial institutions and companies around the world. The Bank's global equity sector research teams are top ranked and amongst the leaders in their field. A number of management/strategy consultants are now sought to further increase analytical skills across the Banks and Insurance sectors.

## THE POSITIONS

- Senior and high-profile roles within Banks and Insurance teams. Use in-depth market sector knowledge to provide leading-edge strategic advice and stock recommendations to top investment institutions.

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Innovative Executive Recruitment

Please send a full cv and current salary details, quoting ref: 990102, to Simon Hird, SHP Associates, Aldersgate House, 10-15 Queen Street, London EC4N 1TX. Tel: 0171 815 8888. Fax: 0171 815 8800. E-mail: [shpa@shpa.co.uk](mailto:shpa@shpa.co.uk) Internet: <http://www.shpa.co.uk>

## Annus Mirabilis?

Investment banking, by its very nature is a volatile business. 1998 was no exception; there were survivors and casualties. Which will you be in 1999? If you would like an overview of your marketability we are well placed to give you expert advice on current and future trends. Our consultants specialise in the following markets: Quantitative Analysis, Specialised Finance (Project/Structured and Corporate Finance) M&A, Credit Analysis, Venture Capital and Corporate Banking.

## Credit Analysis/Risk £35-£70k + package

Our client, currently the most forward-thinking US investment bank in the above area, is seeking to strengthen its credit operation with quality individuals determined to make a difference in a rapidly important sector. To take advantage of these progressive opportunities you must have:
 

- At least 18 months credit experience gained from an established investment bank.
- Specialist analysis of Corporate, FI's, counterparties or sovereigns.
- Credit analysis exposure in foreign markets as well as the UK.
- It is an advantage to have formal credit training, credit limit authority and a second European language.

Contact Lee Hampshire.

## Quantitative Analysis/Risk £35-£65k + bonus

This will be a year where the only constant will be change. Are you confident in the knowledge that all is secure in these uncertain times? If not, it may be the time to consider other options. We are currently servicing vacancies from major US and European Investment Houses spanning a whole range of quantitative abilities. To qualify you will have:
 

- A first in a quantitative subject
- Good programming skills
- An unquestioning hunger to succeed.

If you will undoubtedly be an "excellent year" for the right candidate. This could possibly be you.

Contact Alex Baskin.

## Lead Advisory M&amp;A £45-£100k +++

Are you an investment banker who wishes to join one of Europe's premier players? Our client - at the front of M&A houses - seeks enthusiastic candidates of the highest calibre to further bolster its position.
 

- As a generalist or specialist corporate finance you must have:
  - At least one year's experience from a quality investment bank
  - The pre-eminent study in academics
  - Achieving the highest distinction from your peers.
- If you fulfil our client's stringent demands, this opportunity will guarantee clear exposure, proximity to the deal and excellent remuneration.

Contact Amanda Lote.

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## Fund Management

## opportunities to appeal to genuine enthusiasts

M&G Group PLC happily combines the benefits of a long-established organisation with a progressive, forward-looking approach to the marketplace and a commitment to both its people and its investors.

Candidates for these roles will require equally high levels of commitment and excellence, therefore our selection criteria will be rigorous.

## FUND MANAGER - US DESK

From an already well-established base there is enormous potential for growth and candidates should relish the prospect of contributing to a team poised to make its mark. Ideal candidates will have a minimum of two to three years' experience within institutional or retail fund management, will already have achieved Threshold Competency (postage recently) and will be focused on working together to deliver consistent outperformance.

The emphasis is on teamwork, sharing both knowledge and responsibilities; the personality to suit is therefore crucial. High levels of energy, flexibility, creativity and an enthusiasm for US companies all apply.

## TRAINEE FUND MANAGER - UK

The concentration will be on providing research to the UK Equities team, while working towards Threshold Competency and Fund Management. Candidates already studying for the IMC will be particularly attractive. Ideal candidates will have complemented their original degree course with a further educational qualification such as an MBA or MSc and have some recent work experience, preferably within the financial markets.

Of paramount importance, however, will be a demonstrable desire to be a highly successful Fund Manager. We will be looking for a sparky, confident individual; linguistic abilities, or an importantly a cultural appreciation of Continental Europe would provide considerable interest.

In each case the salary/benefits package is wholly flexible, and attractive enough to appeal to the best.

Please send full career details, including current remuneration and clearly indicating your preferred opportunity, to our retained consultant, Malcolm Lawton, at Exchange Consulting Group, 18 St. Swithin's Lane, London EC4N 1AL. Tel: 0171 829 2805. Fax: 0171 829 2882. E-mail: [malcolm@exchangeconsulting.com](mailto:malcolm@exchangeconsulting.com)

Any direct applications will be forwarded to him.

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**THE ROLE**

- Implementation of the absolute return fund concept for proprietary trading equities by actively managing the positions, including derivatives, based on a bottom-up approach.
- Responsible for the trading of equities and equities derivatives for the bank's own book with regional responsibility for either UK, Switzerland, the Mediterranean or Scandinavia.
- Sector and stock picking focused on European Blue Chips with a short and medium-term investment horizon.

**THE QUALIFICATIONS**

- Fluent in English and at least one other European language, preferably German with at least five years of experience in equity trading or alternatively in portfolio management of equities.
- Thorough understanding of fundamental equity research and at least basic knowledge of chart and quantitative analysis. Experience in at least one of the main European markets. Specific industry experience of the high-tech, food, insurance or oil sectors would be advantageous.
- Self-confident, intelligent and mature. Excellent communication skills with the ability to build close relationships internally and externally.

**Please reply with full details to:**  
Vivien Berry, Selector Europe,  
Schwanthalerstrasse 69,  
80536 Frankfurt, Germany

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**THE ROLE**

- Responsible to the Foundation's Investment Committee for policy formulation, policy implementation, performance monitoring and reporting.
- Make a significant contribution to the creative management of the assets and development of the Foundation's investment resources, internal and external.
- Develop close relationships with external managers, travelling extensively, and oversee an internal team based in locations including New York and London.

**THE QUALIFICATIONS**

- Rigorous intellect with excellent academic background. Proven track record in related senior role in foundations, endowments, pensions, or investment management.
- First-class technical skills with wide knowledge of investment techniques, asset classes and financial theory. A strong understanding of both the benefits and the limitations of risk management tools.
- Discreet, able communicator, confident of opinions. Capable people manager with dedicated, energetic and collegial work ethic.

**Please reply with full details to:**  
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London W2 2ED

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## Head of European Operations

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**Company Profile:**  
Part of a substantial Group, our client is the international investment arm of a long established and progressive financial services leader. As a result of changing regulation and legislation, they are to create a new set of European operations in the Netherlands, to operate alongside their existing base in Luxembourg. This will act as a springboard into other countries, whilst also enabling the Company to consolidate its offshore businesses.

**Role:**  
In this newly created, senior management team role reporting to the International Chief Executive, your principal objectives will be to lead a multi-functional senior team in building on the achievements to date of the European operations, together with defining the strategies to drive wider European growth. Whilst your base can be flexible, you must

be prepared for regular travel to Northern Europe, the Isle of Man and Company Headquarters in Southern England.

**Candidate:**

- Relevant sector experience is preferable though not a prerequisite. Essential to success will be a demonstrable track record of directing 'stand alone', multi-functional and customer focused business units in a European dimension, backed up with exceptional leadership presence. Linguistic abilities (German/French) would be a distinct advantage.

To apply, please send comprehensive CV and details of recommendation package, quoting Reference S/139, to Stephen Vause, MSL Search and Selection, 11th Floor, Castlemead, Lower Castle Street, Bristol BS1 3AG. Tel: +44(0) 117 922 1891. Fax: +44(0) 117 925 3685. Email: svause@msl.co.uk



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The Institutional Clients Department is responsible for developing pension fund business and linking with clients in the UK, North America, Japan, Europe and South Africa. Large segregated UK pension funds comprise the largest part of the funds under management and because of the continuing growth in the sector they now seek to recruit a senior specialist with the potential to quickly challenge for partnership.

Your role is to develop new business primarily in the UK through relationships with consultants, competitive presentations and most importantly through regular personal and informed communication with existing clients to ensure retention of whole funds and extension of part funds. Ideally operating in a similar client liaison role in a major investment house, your career will demonstrate success over at least 15 years in the investment sector and include some time as an investment manager or possibly a broker.

An appointment will not be made unless the person has clear potential for partnership and so remuneration is unlikely to be an issue. The opportunity to work in global fund management in an internationally respected organisation yet enjoy the quality of life in Edinburgh will attract the highest calibre of senior specialists in the industry.

Please send, in confidence, career details including salary requirements to Douglas Kinnaird as advisor to the company, at MacDonald Kinnaird.

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## Investment Sales Directors

Attractive compensation package including significant sales incentive

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International Personal Banking - Europe, Middle East and Africa, a division of Citibank, provides a range of off-shore investment solutions to medium to high net worth individuals from around the world through its centres in London, Jersey, Switzerland and Luxembourg.

You will be responsible for devising and implementing a sales strategy to achieve significant growth for an off-shore centre through a team of Relationship Managers. In addition to 10 years of investment sales experience gained in

a world class consumer financial services organisation, you will have a proven track record in sales leadership, excellent interpersonal skills and a strong sales and customer service orientation.

To apply, please send your CV with current salary details and preferred location to Wendy Cryer, Human Resources, Citibank NA, 364-366 Kensington High Street, London W14 8NS or fax 0171 508 7194.

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To build on their established business streams to become the first call bank for all strategic products for selected key corporate relationships worldwide

**The Opportunity**  
The Bank manages its key corporate relationships through a dedicated Client Origination Group, who take worldwide responsibility for selected accounts. An opportunity has arisen in London for two Associates to assist the Client Origination Group in developing further the Bank's global relationships with the key financial institutions

**The Responsibilities**

**Strategic and Financial Analysis:** Review of financial institution clients, their markets and competitors

**Identification of new business opportunities:** Creation of new business initiatives in partnership with various product groups

**Marketing Support:** Preparation of marketing pitches and coordination of multi-product client service teams

**Client Management:** Monitoring of activity and revenues for key clients

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Please reply to Alan Banks, Managing Principal  
Kormann, Burnett Associates AG, Hottingerstrasse 17, P.O. Box 473,  
8024 Zurich, Switzerland, Telephone: 41(1) 254 5060

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Investment Services Firm

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As a member of the equity derivatives team (based in Paris), your role will be to conduct and expand our arbitrage activities in areas such as convertible bonds, warrants, risk arbitrage and basket trading, into new markets, including Germany, Netherlands, Belgium and Switzerland.

The successful candidate will have a high-calibre graduate education, together with at least three years' experience in arbitrage trading. (S)he will speak English fluently. A basic knowledge of French is necessary. Another European language, such as German, would be an asset.

Please send a letter and your CV (reference LSH/FT) to: Henri ALLIEZ - ODDO & Cie 12, boulevard de la Madeleine - 75009 Paris - France.

KPMG is a worldwide leading advisory firm with over 12,000 professionals in its restructuring and recovery practice. We advise large and medium sized multinational clients in all industries in areas of Corporate Strategy, Cost Reduction, Turnaround Management and Debt Restructuring. We are looking for:

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Associates must have an academic degree in either business administration, economics or engineering, and very strong analytical skills. A post-graduate degree (MBA) from a leading business school and/or another post-graduate degree (Ph.D. Doctorate). Fluency in English and German is required; a third language would be an asset. Nationality and gender are irrelevant, essential are creativity, drive, stamina, and self-motivation. If you are interested, please send your CV to: KPMG, Corporate Restructuring, Dr. Dieter Lohse, MBA, Kurfürstendamm 207-208, D-10719 Berlin, telephone: 49 (30) 8 86 12-181, fax: 49 (30) 8 86 12-142, e-mail: diohse@kpmg.com, internet: http://www.kpmg.de

fantastic

The Fantastic Corporation has developed the first broadband multimedia broadcast system. Based in Zug, with subsidiaries in Europe, the USA and Asia, we are aggressively expanding into the business market to enhance Global Business Communication. For our Marketing Team, we are looking for:

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Develop and manage functions related to investor relations for The Fantastic Corporation. Responsibilities include preparing and disclosing quarterly reports to private investors and financial community, responding to external inquiries regarding performance. Coordinating distribution of annual reports.

We are looking for someone who has a solid financial background (Europe and US) but who understands also how to positively present the financial image of new IT sector start-ups to potential investors. Bachelors degree in business and/or finance communications. Experience in product marketing and business analysis with an IT company specialising in multimedia, telecoms, internet and to address all the risks associated with breaking new ground in new markets. Understand the convey the benefits of visualisation in the sales process. Knowledge building and corporate communication is a requirement. This position is based in Zug, Switzerland.

We offer: The dynamism of a fast-growing company, with 165 employees, a stimulating work environment with growth opportunities, a young and multicultural team with more than 18 nationalities, an IT infrastructure with the latest systems and applications.

If you are ready to join one of the fastest growing companies, please send cover letter and resume to Carolyn Föllmi: cföllmi@fantastic.com.

The Fantastic Corporation, Bahnhofstrasse 12, 6301 Zug / CH

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## Relationship Managers

### Attractive compensation package including significant sales incentive

International Personal Banking - Europe, Middle East and Africa, a division of Citibank, provides a range of off-shore investment solutions to medium to high net worth individuals from around the world through its centres in London, Jersey, Switzerland and Luxembourg. Due to expansion we are seeking Relationship Managers with the relevant marketplace knowledge and fluency in Arabic, Greek or Italian who will proactively grow an existing client portfolio and acquire new customers:

- London

Two Relationship Managers to cover the Middle East/GCC markets and one Relationship Manager for Greece

CITIBANK

- Geneva
- One Relationship Manager to cover the Middle East/GCC markets

- Lugano
- One Relationship Manager to cover Italy

To apply, please send your CV with current salary details and the position you are applying for to Wendy Cryer, Human Resources, Citibank NA, 364-366 Kensington High Street, London W14 8NS or fax 0171 508 7194.

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Investment analysis drives everything we do. Our team of over 40 research analysts is dedicated to the delivery of world-class manager research and is supported in this endeavour by extensive databases, analytical tools and unrivalled access to investment management organisations around the globe. Our portfolio management group applies this research to construct and manage portfolios using the multi-manager concept. We are looking for dynamic professionals to fill vacancies in each of these teams.

The job as a Russell analyst involves conducting extensive interviews with key investment personnel as well as performing detailed quantitative analysis and meeting institutional clients. You need to be a fast thinker, have highly developed communication skills and thrive in a hard-working team environment. If you have several years of experience in either the fixed income markets or equity markets and are considering a change in career direction, then we'd like to hear from you. Alternatively, we would entertain applications from recent graduates with exceptional academic records.

If this sounds like the challenge you've been looking for, please write with CV in complete confidence to:

Mirella Herba  
Frank Russell Company  
6 Cork Street, London W1X 1PB



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Die Anforderungen: Mehrjährige Erfahrung im Zins- und/oder Aktiengeschäft, solide volkswirtschaftliche und Kapitalmarktwissen, ausgeprägte Sales-/Vertriebsförderung und Beziehungsdrift sowie gute Englischkenntnisse.

Unsere Projekte: TNV (Sales Inland) bzw. TNA (Sales International)

Das Angebot: Wir wenden uns an Kandidaten, die bei entsprechender Qualifikation die Chance haben, sich beruflich weiterzuentwickeln. Die mit dem Ausbau des Investment Banking dieser soliden Adresse einhergehenden beruflichen und persönlichen Herausforderungen und Chancen, verbunden mit einem sicheren Arbeitsplatz, sollten im Vordergrund der Überlegungen stehen. Die Positionen sind angemessen ausgestaltet und bieten überdurchschnittliche Sozialleistungen.

Ihre Kontakte: Herr Thomas E. Schäffer unter +49 6172 490414 und Herr Matthias Junges unter +49 6172 490412 im Büro. Senden Sie uns Ihre Unterlagen bzw. Ihre Vita, auch per e-mail an SJP-Team@t-online.de. Wir senden Ihnen dann gerne die gewünschte Unternehmens- und Positionsbeschreibung. Diskretion ist selbstverständlich.

## Firmenkundenbetreuer Kapitalmarkt

Die Aufgaben: Beratung und Betreuung insbesondere von internationalem Corporate im Bereich Derivate/Finanzinstrumente sowie der Asset Allocation.

Die Anforderungen: Ca. 3 Jahre Praxis und solides Know-how als Firmenkundenbetreuer im Kapitalmarktbereich sowie Erfahrung in der Bilanzanalyse und gute Englischkenntnisse, ggf. auch als Deputy-A-Manager oder Treasurer.

Unser Projekt: TNF

## Senior Trader FX-Optionen

Die Aufgaben: Professionelle Führung eines Multi-currency Optionsbüros, insbesondere in den Hauptmarktländern.

Die Anforderungen: Mehrere Jahre FX-Handels- und -forschungserfahrung im Bereich der bedeutendsten Welt-Währungen, Routine im Umgang mit FX-Derivaten, Taktionskenntnis sowie Englischkenntnisse, ggf. erste Führungserfahrungen.

Unser Projekt: TNX

## Geldhändler

Die Aufgaben: Interbankenhandel im Langzeitbereich bis zwei Jahre mit Schwerpunkt in DM einschließlich der zugehörigen Derivate, ferner Unterstützung der Geldmarktreasury bei der A/F Steuerung.

Die Anforderungen: Bankausbildung, ggf. berufliches Weiterbildung (Banken, Börse, ...), mindestens drei bis vier Jahre Erfahrung und Erfolge im Geldhandel, Routine im Umgang mit Geldmarktdervaten, blinderisches Geschick, Teamorientierung sowie gute Englischkenntnisse.

Unser Projekt: TNF

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## banking and financial opportunities

### SENIOR REPORTING MANAGER

Leading Investment House requires a senior manager for their reporting function. Knowledge of IMRO, SFA, PIA, is essential. Enormous opportunities to grow with in this company as business is literally booming

### UNIT TRUST ACCOUNTANTS

Work hard, play hard investment bank seeks experienced accountants from the unit trust industry. Candidates with a minimum "A" Level education and attention to detail will welcome an introduction to a company so committed to staff development.

### FINANCIAL ANALYSTS

Service focused investment bank seeks both part qualified and qualified accountants with a desire to work in the reporting area. The role will give exposure to a whole European financial control function and a fast career progression is encouraged.

### DIVIDENDS AND COUPONS ACCOUNTANT

Top tier investment bank is eagerly looking for investment dividends accountants to join their busy team. A minimum upper second degree and experience in the banking field is required. For the more senior positions available, accountancy qualifications are essential.

### INVESTMENT ACCOUNTS VALUATIONS MANAGERS

Technical knowledge of investment accounting with proven communication and man management skill essential. Financial and risk business awareness and an appreciation of tight deadlines, high pressures and pricing issues is required on a daily basis.

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## SALES AND MARKETING MANAGER

Director Designate

High-Tech Products and Services for the Industrial Microbiology Market Sectors

Based in East Anglia

### The Role

- Hands on management of the UK and European Sales Team
- Development of a cohesive Europe-wide sales and marketing strategy
- Re-engineering of sales structures to ensure sales task clarity
- General operational management designed to drive the business forward
- Profit centre accountability
- Introduction of products and services into existing and new market sectors

### The person

- An experienced sales and marketing professional with a proven track record
- Technology-based product background preferred
- Team leader with excellent motivation and man-management skills
- Pan-European sales experience
- A dynamic and flexible individual able to move quickly towards a Board position

Interested candidates please send full CV to:

Box A6273, Financial Times, One Southwark Bridge, London SE1 9HL

## EUROPEAN EQUITY FUND MANAGER

Geneva

TAL Asset Management (Europe) is the European arm of one of Canada's leading fund management companies, with Can\$40 billion under management. The Geneva operation is growing rapidly and is now looking to hire an experienced fund manager to join the European equity management team. The working environment is young and international.

### THE ROLE

- ▲ Reporting to the Managing Director with direct responsibility for researching and managing specific pan-European sector investments
- ▲ Develop the company's investment methodology and practices
- ▲ Contribute towards the growth of the company through occasional marketing and client servicing activities

### THE CANDIDATE

- ▲ Graduate with at least seven years' in-depth research experience of European markets. Additional financial qualification desirable
- ▲ Highly motivated independent thinker
- ▲ Disciplined approach to investment
- ▲ Strong interpersonal skills. Flexible team player willing to fit into a young and dynamic working environment

Please write with your cv to:  
Managing Director, TAL Asset Management (Europe), 13, route de Flon, 1206 Geneva  
or e-mail to [tal@tal.ch](mailto:tal@tal.ch)

Our client, one of the UK's leading International Investment Banks, has the following requirements in the Equities Department in London:

### SENIOR SALES EXECUTIVE

Ref. No. 035  
The successful candidate will be responsible for Japanese equities and derivatives. This role will encompass promoting new services and resources of the firm to sales. This role will encompass promoting new services and resources of the firm to new and existing clients, maintaining and developing a wide range of contacts with existing clients and with other specialist firms; maintaining critical market awareness of new issues and offers for sale and reporting back; investor reaction; contributing to the development of new products and services. The role may require extensive travel in order to sell the investment and trading services of the organisation.

Essential experience - at least five years experience selling in this market.

### SENIOR SALES TRADER

Ref. No. 036  
Specialist in trading Japanese equities and derivatives, the successful candidate will be responsible for running a significant client facilitation book, monitoring market movements and position exposures. As with the Senior Sales Executive role, the candidate must be a strong sales promoter.

Essential experience - at least five years trading experience of Japanese Equities Reporting to the Head of Equities. Candidates for both roles will be fluent in Japanese language, ambitious with excellent communication and interpersonal skills.

Interested candidates should write, enclosing a current CV and quoting the reference number, to Paul McIntyre at the address below. Closing date for applications: Friday 29th January 1999.

PAUL MCINTYRE CONSULTING GROUP LTD.  
Harp House, 77A High Street, Reigate, Surrey RH2 9AH  
Telephone: +44 (0) 1737 222611 Fax: +44 (0) 1737 222136  
e-mail: [pmcgroup@btconnect.com](mailto:pmcgroup@btconnect.com)

The institution  
The International Finance Corporation (IFC) is the private sector arm of the World Bank. IFC's mandate is to foster economic growth by promoting private sector investments in its member countries. In its project financing role, IFC provides loans and makes equity investments.

The job  
IFC's B Loan Management Unit is seeking Participations Officers to lead teams working with our international commercial banking partners at our Washington, DC location. These primarily European based partners have purchased participations in international project finance and financial markets projects through IFC's B Loan Program. Participations Officers would be responsible for managing a portfolio of approximately \$1 billion in Loan Participations. IFC lending staff complex issues including the restructuring and rescheduling of long term debt.

## Participations Officers

Qualifications  
Candidates should have an MBA from an accredited institution and/or 5+ years experience managing complex international syndicated loans. Requirements include specific knowledge of international credit structures, financial markets and international bank operations as well as the ability to work in a consensual team environment. Effective oral and written communication skills in English are essential.

IFC offers a competitive compensation and benefits package, including relocation expenses upon appointment and for expatriates, provision to maintain cultural ties with the home country. Interested candidates should send resume in English, by January 31, 1999, to: IFC Recruitment Division, Code POF199, 2121 Pennsylvania Avenue, NW, Room F-11-K-292, Washington, DC 20433.

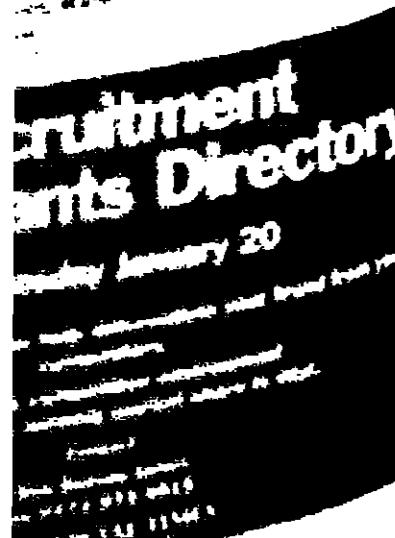
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## Financial Planning & Analysis Manager

### Central London

Reporting to the Finance Director, the role will support a new and dynamic management team through a period of significant change and high profile investment.

It will demand the ability to identify, prioritise and analyse the essential reporting and project assignments whilst defining appropriate procedural and systems solutions.

Key responsibilities of this demanding, commercial role will include:

Budgeting, forecasting and analysis of company performance on a timely and appropriate basis.

Management, development and motivation of the financial planning team.

Defining the framework of KPIs and liaison with line managers to monitor and comment on performance.

Financial appraisal of projects and assisting with the evaluation and integration planning for potential acquisitions.

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The role will require a qualified accountant with at least three years' PQE. Practical exposure in the areas mentioned above would be highly valued, although the potential and quality of the applicant is paramount.

The individual should possess a strong academic record and be able to demonstrate a track record of achievement that suggests they will be potential Directors of the future.

Reference 463947

## Financial Accounting Manager

### Central London

As above, the role will support a new and dynamic management team through a period of significant change and high profile investment. Reporting to the Finance Director, the position will demand the ability to identify, prioritise and analyse the essential reporting and project assignments whilst defining appropriate procedural and systems solutions.

This challenging position will require a consultative and questioning

interested applicants should apply in writing to Guy Stacey at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN, quoting the appropriate reference number. Telephone 0171 269 2259 or fax 0171 242 1020. e-mail: guystacey@michaelpage.com

approach. Whilst taking responsibility for financial accounting processes and systems, the emphasis will be on driving the department forward, challenging current methodologies, redesign of existing systems and implementation of best working practice.

The role will encompass the management, development and motivation of the team, integration of the financial systems of acquisitions, development of KPIs for the department and

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developing service level agreements with line managers. You will have a minimum of three years PQE. A background in operational review, consultancy or line management will be valued although the potential and quality of the applicant is paramount.

You should possess a strong academic record and be able to demonstrate a track record of achievement that suggests you are a potential Director of the future.

Reference 464177

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## Business Audit with a difference

### City

Our client is a highly reputable US Investment Bank with a distinct global vision and has built its business on a commitment to excel in serving its clients' complex financial needs. Due to recent expansion and an increased risk profile, the Financial Risk Management and Information Team is now recruiting for two experienced Business Auditors. Unlike more traditional audit functions, this team is truly in partnership with the Business Managers. Through its innovative control expertise, they play a key role in the growth and development of the bank, at the forefront of change and new techniques. The ideal profiles for the two roles are as follows:

### Senior Business Auditor

Qualified accountant with 3-4 years post qualified experience with audit and product control experience gained within another investment bank. He/She must have the maturity and ability to effectively manage the audit plan, influence senior business managers and deputies for the head of the team.

The Bank provides the opportunity to develop everyone's potential and creativity, as well as recognising and rewarding excellence. If you are a high calibre individual and are interested in further details of the roles available, please send your CV with salary details in confidence to Stephanie Warren, Director on 0171 269 1852 for the Senior Business Auditor position or Lucinda Barlow on 0171 269 1841 for the Business Auditor position at Michael Page City, 50 Cannon Street, London EC4N 6JJ or fax to them on 0171 329 2974, or e-mail: stephanie Warren@michaelpage.com / lucindabarlow@michaelpage.com

### Business Auditor

Qualified accountant with 1-2 years post qualified experience, preferably with audit and product knowledge gained within another financial institution.

For both positions, the following qualities are also of paramount importance:

- ◆ Excellent communication and interpersonal skills.
- ◆ Highly developed analytical and strategic skills.
- ◆ Team player.
- ◆ Self motivated and determined to excel.

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You'll conduct acquisition and divestiture reviews, together with audits of operations spanning industry sectors including commercial, marine, defence and information technology. Working closely with all levels of management, you will also evaluate and improve internal controls and procedures. You'll spend around 40% of your time travelling throughout the USA.

Your one to four years' PQE following your ACA will have been gained within a major UK audit practice, preferably one of the Big Five. Although international

experience is not mandatory, it's important that you have the international mindset, capacity for lateral thought and the advanced interpersonal skills required to propose workable solutions and defend your recommendations in culturally diverse environments.

You'll find that Corporate Audit presents a first-class training ground for long-term career enhancement and success here will present many on-going opportunities to move on to other roles within the organisation. In addition to an attractive salary, you will enjoy relocation assistance which will cover visa and work permits.

Interested applicants should apply to Robert Macmillan stating current remuneration and quoting reference number UKR10355 at Nicholson International (Search & Selection Consultants), Bracton House, 34-36 High Holborn, London WC1V 6AS. Alternatively, fax your CV on 0171 408 8128, or e-mail: vanessa\_jones@nicholsonintl.com

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**THE ROLE**

- Work closely with the senior management team in achieving the ambitious growth plans for Europe, reporting to the Executive.
- Originate and manage a wide variety of transactions across the inter-related disciplines of property development, asset management, funds management and transaction services.
- Operate in a small dynamic team, contributing to the development of strategy on an international scale, constantly seeking out new business opportunities and potential partnerships.

**THE QUALIFICATIONS**

- High calibre intellect, with MBA, ACA or legal qualification, and a minimum of five years' experience in corporate development acting as a principal. Property expertise and European languages are a significant advantage.
- Pan-European in approach with proven cross-border credentials and transaction management skills. Commercial acumen combined with the highest levels of technical capability.
- Maturity and gravitas to interact successfully at all levels. A practical approach to solving business problems combined with an eye for detail. Entrepreneurial and collegiate by nature.

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Email: aberry@spencerstuart.com

## St Ives plc

### Divisional Finance Director

St Ives plc is an international printing group, which had a turnover of £368 million in 1998 and is extremely profitable. The group which consists of seven operating divisions, has a leading position in the UK and an increasing presence in Europe and North America.

### West Yorkshire

c £60,000 + Car + Bonus + Bens

As a result of a recent acquisition, and following an internal promotion, a Divisional Finance Director of the highest calibre is sought to drive forward the Direct Response and Commercial Division, which consists of 12 operating units across Yorkshire, the Home Counties and the South West. A key member of the Divisional Board and leading a team of 16, you will report directly to the Managing Director in Yorkshire, with a dotted line to the Main Board Director responsible for finance. With around 10 years experience in ideally printing or a fast moving manufacturing environment. You will possess:

- ◆ A successful track record in corporate reporting and financial analysis.
- ◆ Very strong commercial experience of costing and pricing.
- ◆ Excellent experience in operational planning and budgeting.
- ◆ Very strong management and financial accounting skills.

◆ Strong cash flow management and systems conversion and development experience.

Critical to the success of the role is the ability to provide broad commercial input to all areas of the business, and the successful candidate will therefore be:

- ◆ Highly commercial, able to influence functions outside finance.
- ◆ Mature, with first class interpersonal, presentation and relationship development skills.
- ◆ Strong personality, robust with a high degree of energy.
- ◆ A strong team player, who is hands-on and able to motivate.

Please forward your CV with a daytime telephone number in strictest confidence to our retained consultant James Newman, Executive Division at Michael Page Finance, Leigh House, 28-32 St Pauls Street, Leeds LS1 2PX or fax on 0113 243 3177. Ref: 477115. e-mail: jamesnewman@michaelpage.com

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## Chief Financial Officer

International Law Firm

c £150,000  
London

The firm is an international law practice comprising 350 fee-earners. It is a uniquely trans-national business with 8 offices in New York, London, Paris and Central and Eastern Europe.

This new position carries firm-wide, strategic responsibility for the integration of financial management policies, practices and systems. Reporting to the international management committee, you will lead established accounts teams in each of the firm's offices and play a key role in its ambitious growth strategy.

You will be a qualified Accountant or MBA with a powerful intellect, strong personal presence and experience as No. 1 or No. 2 in the financial management of a multi-site international service business. A previous senior role in a legal or other professional services firm is highly desirable. French language skills would be helpful but not a pre-requisite.

Please send your CV and full remuneration details to: Criterion Search, 50 Regent Street, London W1R 6LP, quoting ref: 3049. Tel: +44 171 470 7108. Fax: +44 171 470 7117. Email: mail@criterionsearch.co.uk

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## CHIEF FINANCIAL OFFICER

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The AES Corporation, founded in 1981, is one of the world's largest global power companies. AES is dedicated to supplying safe, clean, reliable electricity to meet global energy needs and owns, or has an interest in, ninety plants totalling over 27,000 megawatts in 13 countries. In addition to having assets in excess of \$10 billion, AES has numerous projects in construction or late stages of development.

AES set up the Silk Road Group in 1997; this group is now responsible for developing new and existing business in Central Asia, the Middle East and the Republics of the Former Soviet Union. Following this group's recent acquisition of a 75% stake in Telsi, the electricity distribution company serving Tbilisi, Georgia, AES is looking to recruit a Chief Financial Officer to be based in Tbilisi.

Reporting to the Tbilisi Chief Executive Officer, this role requires:

- a Western-standard qualified accountant with excellent technical skills gained in a similar business;
- an ambitious, commercially-minded self-starter with the capacity to quickly grasp the local tax and accounting laws;
- experience of working in the CIS;
- Russian or Georgian language skills, together with fluent English, are preferred;

- a proven ability in change management, together with exceptional leadership and interpersonal skills;
- the knowledge to design and set up new systems and to train the local staff in their operation;
- exposure to western business and an understanding of UK & US accounting standards.

In return, you can expect a values and people-oriented culture where fun, fairness, social responsibility and integrity play a key role, providing opportunities for increased responsibilities in an environment which values creativity, energy and enthusiasm. In the first instance, please contact, in complete confidence, Gillian Bowsher on +44 171 344 5137. Alternatively, please send your full CV, including the details of your current remuneration, to her at HW International, Cardinal House, 39-40 Albemarle Street, London W1X 4ND, UK. Fax +44 171 383 0212. E-mail: gillian.bowsher@hwgroup.com Internet: www.hwgroup.com



## MEDICI

### Financial Manager/Director Designate

North London

£50,000 + Car & Benefits

The Medici Society Limited have been a Fine Art Publishers for over 90 years. Today we manufacture a product range which includes Greetings Cards, Stationery, Books and Prints and we also have two Retail Galleries in London. The Company is in expansion mode and is looking for a suitably qualified Financial Manager (Director Designate) to assist in our future development. Reporting to the recently appointed Chief Executive, you will be responsible for all financial aspects of its operation. The location will be Hendon, London, NW9 where we are relocating in February 1999.

#### The Role

- Develop and implement all essential financial systems and controls and reporting procedures.
- Provide management information, analysis and advice to support business decisions and growth.
- Conduct financial appraisals to ensure that business investments generate the required returns.
- Liaise closely with the Company's professional advisors, ranging from audit through to acquisitions.

#### The Candidate

- Commercially focused with experience gained within manufacturing and distribution industry.
- Strong IT skills.
- A team player capable of driving in a pro-active and resource-efficient manner.
- Commercially astute, hands-on and flexible.
- Ability to implement change within a period of expansion.
- Excellent people management skills.

Please apply in writing with full CV to:  
Bryan Robertson, Chief Executive, The Medici Society Ltd,  
34-42 Pentonville Road, London, N1 9HG

## Head of Finance

London

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Prestigious law firm with an international client base. The Head of Finance will be a key member of the management team supporting the Partnership.

#### The Role:

- Lead, motivate and develop the finance team to ensure a first class service to the business.
- Work closely with the Management Board to develop strategies to further enhance business performance and maximise profitability.
- Ensure the effectiveness of management information.

#### The Candidate:

- Graduate, qualified accountant, ideally ACA, with a minimum of 5 years PQE. Experience in the professional services sector would be desirable.
- A proven track record in financial management with an emphasis on management accounting.
- Sound commercial acumen, strong technical ability and excellent communication skills are essential.

Please write in confidence, with full career and current salary details, quoting reference VR/2529

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Octopus Publishing Group, formed by a recent MBO is one of the strongest illustrated publishing groups in the world. The group has a turnover of £45m and publishes under a range of imprints including Brimax, Bourne, Conran Octopus, Hamlyn, Mitchell Beazley, Millers & Philip's. The product range is extensive and includes Cook Books, World Atlases, world leading wine and antique lists and definitive design titles by Terence Conran.

The MBO was predicated on an exciting and innovative growth strategy. This will be realised through enhanced creativity in title development and new channels to market.

Crucial to the fulfilment of the business plan is the recruitment of this key finance role.

**The Role**

Reporting to the Operations Director, with a functional reporting line to the Finance Director, the primary focus of the role is to ensure that the business plan is successfully implemented. More specifically the job holder will:

- work closely with the management teams of the divisions;
- ensure the divisional plans are aligned and contributing to the group plan;
- have functional responsibility for the divisional commercial accountants.

**The Person**  
This is a non-traditional finance role and the successful applicant will:

- be innovative and very commercial;
- be happy working in a non-routine environment;
- show experience of contributing to the commercial development of a business;
- show experience of managing in a matrix structure.

An attractive salary and benefits package will be available to applicants who combine a hands-on proactive approach with the ability to see the bigger picture.

In the first instance, please contact, in complete confidence, Fiona Harfield on 0171 344 5140, (weekends 0468 102374). Alternatively, please send your full CV, including the details of your current remuneration, to her at HW Harrison Willis, Cardinal House, 39-40 Albemarle Street, London W1X 4ND. Fax 0171 344 0362. E-mail: [fiona.harfield@hwgroup.com](mailto:fiona.harfield@hwgroup.com) Internet: [www.hwgroup.com](http://www.hwgroup.com)



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#### European Cost Accountant

With responsibility for 21 manufacturing sites, this is a role of real influence and genuine variety. Working closely with the European VP of Manufacturing and plant managers, you will develop and implement reporting systems, improve costing methods and contribute to all major strategic manufacturing decisions. The scale and scope of the challenge means regular European travel will be a feature of this role.

Fully qualified (preferably CIMA), with 10 years + pge, you have proven experience in an international manufacturing environment and are ready to add real value to a rapidly expanding organisation.

In both cases a competitive salary will be complemented by a full benefits package and outstanding career development opportunities to reflect the importance attached to these roles. Please write, with full CV and current salary details, to our advertising consultant, Kevin Popat, at Robert Half International, 1st Floor, Fairfield House, Victoria Street, Basingstoke, Hants RG21 3BT. Tel: 01256 349800. Fax: 01256 472706. Email: [basingstoke@roberthalf.co.uk](mailto:basingstoke@roberthalf.co.uk)

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## Finance Director

Our client (160 c£50m) manufactures consumer durables sold through retail outlets on an international basis. This business has a reputation for quality and the combination of innovative product development and advanced manufacturing systems ensures that customers are provided with cost effective solutions.

#### The Role

- Provide strong commercial input on a range of strategic and operational issues and play a significant part in driving profitable growth
- Assume full responsibility for financial management and control through all operating units
- Develop systems and procedures to facilitate effective financial control and generate management information that adds value to the decision making process

#### The Candidate

- A qualified Chartered Accountant with a minimum of five years PQE gained within either a manufacturing environment or the profession
- Proven commercial acumen founded on sound technical skills and ambitions for personal and professional development
- A team player who is "hands on" in approach with a "can do" mentality and has strong interpersonal and communication skills
- Proven ability to direct and manage change along with the presence to command a high profile across all areas of the business

This commercial role gives the potential for future general management responsibilities within a dynamic business with envisaged equity participation.

To apply, please write with a full CV, details of current salary and quoting ref no. 451/FT in, [BMWNoland.com](http://www.bmwnoland.com), 8-10 Whiteladies Road, Clifton, Bristol BS8 1PD. Alternatively send by fax on 0117 942 9367 or e-mail: [wizard@bmwnoland.com](mailto:wizard@bmwnoland.com)

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### International Audit Consultant

Our client is one of the world's leading Communication Services groups and is a member of the FTSE 100. The group's global Information and Consulting division, which has an annual turnover of £800m, is dedicated to being the pre-eminent world-wide market research and information provider.

Operating through more than 50 companies in Europe, Asia, and the Americas, this young and ambitious division is growing rapidly, both organically and through acquisition. This has resulted in a newly created position for an ambitious qualified accountant. Reporting directly to the Group Chief Financial Officer, the successful candidate will be expected to work with Managing and Finance Directors in each of the operating companies. The role will require you to offer a consultative service, raising the operating businesses commercial and financial systems to the highest standard, assisting newly acquired divisions efficiently integrate into the group, and ensuring the successful transfer of best practices.

The company is fast moving and diverse with continued rapid growth its objective, and we are looking for an individual with the same ambitions. This position is intended to provide the successful candidate with the sector knowledge and commercial exposure that will enable them to look forward to a move into senior line management.

To be a success in this role, you should be a qualified accountant, with between three and six years post qualification experience. This should have been gained in either a Big 5 Practice firm, or alternatively in a finance or audit role within an International blue chip organisation. You should combine a hands on approach, with a strong technical skill set, and the ability to think laterally and problem solve. Excellent communication skills are essential.

If you believe you have the skill set, drive, initiative and maturity to rise to the challenge of this position, please call Noel Marshall on 0171 845 4200 (weekdays) or 0181 892 6517 (weekends & evenings). Alternatively send your CV and salary details in confidence to:

Finance Professionals, 26-28 Bedford Row, London WC1R 4HE.  
Fax: 0171 845 4249. Email: [noel\\_marshall@financeprofessionals.com](mailto:noel_marshall@financeprofessionals.com)

# Financial Controller

Birmingham

Salary c £40-45,000 + Car + Bens

Our client is a UK quoted international IT services provider. They are well known in their sector where they are regarded as a significant player. Turnover has grown year on year and the company has a solid profit record. Continued development has lead to the need to strengthen the finance team, creating this exciting opportunity.

The role reporting to the UK Finance Director will take responsibility for the central finance team consisting of 19 staff. Broadly speaking the scope of this covers:

- ◆ Production of the financial and management accounts, including consolidations.
- ◆ Production of management information for interpretation and communication to line general managers.

Michael Page

FINANCE

www.michaelpage.com

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EXECUTIVE SEARCH &amp; SELECTION

## DIRECTOR OF FINANCE

SHEFFIELD

£80,000 + BENEFITS

With an annual income of £101 million, Sheffield Hallam University is now one of the largest providers of higher education in the country with over 23,000 students and 3,000 staff. It has a well deserved reputation as one of the country's leading modern universities, with a track record of innovation in teaching and learning and one of the best records in graduate employability.

Following a review of its vision, mission and values, led by the incoming Vice-Chancellor, the University is entering a challenging stage in its development, designed to ensure that it sets the standard for a modern, progressive university with a leading role in the 21st century. The new vision places students at the heart of university processes, will establish the University as a market leader in lifelong learning and, via research and knowledge transfer, extend its role in regional development, often on a partnership basis. Reporting to the newly appointed Vice-Chancellor, you will be a key and integral member of the senior management team and make a significant contribution to the strategic vision and business focus of the University. Specifically your role will be to lead, manage and develop the finance function to meet the needs of a university approaching the 21st century. This will include redesigning a financial framework to support a devolved management

structure with room for entrepreneurial activity ensuring appropriate systems and procedures are in place to support the organisation in this changing environment.

A graduate qualified accountant, you will already hold a senior financial position in a large, progressive and complex organisation, either in the private or public sector, where you have had responsibility for the management of significant budgets and financial plans. With a demonstrable track record of achieving results, you will possess a high level of strategic management ability and have the vision, drive and enthusiasm to steer the finance function through a period of significant change. Excellent leadership quality, with the ability to motivate and inspire staff, is paramount as is the need to be able to relate to the academic world and empathise with its objectives. Salary will not be a limiting factor for the right individual.

Please send full personal and career details, including current remuneration and daytime telephone number in confidence, quoting reference AM1517 on both envelope and letter to:

Angela McDermottroe, PricewaterhouseCoopers, Executive Search & Selection, Benson House, 33 Wellington Street, Leeds LS1 4JP.  
E-mail: angela.n.mcdermottroe@uk.pwcglobal.com

les Echos

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone: Kari Loynton on +44 171 873 3694

Morton

# Financial Controller

West Yorkshire

c £40,000 + Car + Benefits

Our client is a highly profitable global corporation specialising in both the manufacture of a range of salt products and specialty chemicals. With a turnover of \$2.5 billion, this is a worldwide concern with operations throughout the United States and Europe.

The UK specialty chemicals division, comprising four business groups with a turnover of £38 million, manufactures and markets a range of dye stuffs and water-based polymers for use in worldwide markets for petroleum, paper, textiles, printing inks and cosmetics. Due to the relocation of the UK Finance Function to West Yorkshire, a Financial Controller of the highest calibre is sought to report to the Regional Plant Manager and the International Water-Based Polymers Controller.

Responsibilities will include:

- ◆ Management and control of the UK finance function currently comprising six staff. This will involve both national and international reporting requirements.
- ◆ Provision of a full financial support service for the business groups.
- ◆ Financial planning including preparation of annual budgets, re-forecasts, cash forecasts and long range strategic plans.

◆ Continual improvement of computer and recently implemented International costing systems.

- ◆ Ongoing commitment to reducing costs across the business, increasing efficiencies, and remaining competitive within a global market.

The successful candidate will be a qualified Accountant with a minimum of 3-4 years experience within a manufacturing environment. It is essential that you are an effective communicator with a robust personality. You will hit the ground running within a hands-on medium sized manufacturing environment, but you will also be able to operate within the tight deadlines of a larger global concern. A high degree of IT literacy and experience of US GAAP would be preferable.

If you feel you have the necessary skills, drive and ambition to succeed in this challenging role, please forward your CV and to our retained consultant Nicola Hallworth at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX or fax on 0113 243 3177 or e-mail: nicolahallworth@michaelpage.com quoting ref 477233.

Michael Page

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## Finance Professionals – International Power Business



PowerGen, a leading international power generation business, has united with East Midlands Electricity to create a major force in electricity and gas in the UK. Together, we are well positioned to promote competition and choice in the UK. From this strong base we are continuing to develop new businesses in Europe, India, Asia and Australia, with a committed overseas investment of \$1bn.

Looking to build upon our successful IPP developments through mergers and acquisitions as the global power industry undergoes fundamental change, PowerGen International now wishes to reinforce its ability to respond to the needs of its growing portfolio of major investments by recruiting a number of experienced finance professionals.

### Senior Finance Manager

Salary £45-55,000, plus benefits

Reporting to the Finance Director in an organisation poised for growth you will be a high profile business controller and change influencer. Specifically you will:

- ◆ Identify target areas for business improvement and propose workable alternatives
- ◆ Provide financial analysis, including modeling, and project evaluation
- ◆ Continually upgrade management information systems ensuring meaningful output
- ◆ Ensure adequate controls and procedures are in place for effective management of the financial operations

You will be a qualified Accountant with a strong, hands on, technical background and a proven track record. To fulfil this role you will need the personal stature to challenge and add value to current practices whilst establishing credible relationships with senior management. First class communication skills using powers of influence and persuasion with a results orientation are critical to the success of this role. This is a UK based role but international mobility is essential.

Ref: LRR/21125/FT.

Interested candidates should write with full CV, quoting current rewards package to Richard Roberts or Angela Masiros ACA, Energy & Utilities Practice, Hoggett Bowers, 28 Essex Street, London WC2R 3AT, Tel: +44 (0) 171 970 9800, Fax: +44 (0) 171 936 3974, quoting the appropriate job title and reference number.

PowerGen is committed to equal opportunities.



**Hoggett Bowers** | Executive Search and Selection

### Senior Financial Analysts

£35-50,000, plus benefits

Focusing on providing high quality investment appraisal and associated senior management reports, mixing business and financial analytical skills you will:

- ◆ Provide technical advice and support for project teams
- ◆ Evaluate business performance and challenge existing practices
- ◆ Prepare detailed financial models/evaluations of potential investment proposals
- ◆ Carry out all financial aspects of due diligence within projects (value £20m to £1bn)

To undertake these roles you should be a commercially aware Accountant possibly with international experience. Expertise in financial modelling and the investment process is essential as well as an awareness of financial arrangements associated with large scale power projects. Importantly, suitable candidates will also have highly developed communication and interpersonal skills with an ability to influence at all levels.

Ref: LRR/21124/FT.



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Job ID 150

## Group Finance Director FTSE 500 retailer

To £120,000 + Bonus + Benefits • Birmingham

Taking a FTSE 500 retailer through enormous expansion is a task that many would relish but few could manage. Not so for the Board of our client. A combination of organic growth and acquisitions have positioned them at the front of their niche in the retail sector and prospects for the coming years are phenomenal.

To strengthen the Board, the decision has been taken to recruit a Group Finance Director who will lead and direct the finance function and contribute to the long-term strategic and business planning process to facilitate the expansion of the Group.

Your responsibilities will include:

- Directing day-to-day financial management of the Group
- Imposing efficient management of cash and other sources of capital
- Engendering a culture of accountability for business performance across the company

To apply, email [finance@harveynash.com](mailto:finance@harveynash.com) or <http://rps.com/HaneyNash>, or write to Harvey Nash plc, 13 Bruton Street, London W1X 7AH. Tel 0171 333 0033. Please quote reference FM4188FT.

- Raising the quality and use of management information to the business.
- Managing, motivating and developing the finance team.

This is an extremely high profile, business critical role and you will need to demonstrate senior level finance experience, coupled with broad commercial responsibility, ideally gained within the retail sector. You must also be:

- An inspirational leader, with the confidence and stature to build credibility at board level.
- Entrepreneurial, energetic and results driven.
- Confident but not arrogant. Able to thrive in a down-to-earth culture.
- A strategic thinker with quick tactical turnaround.
- Resilient, tough when necessary and thrive on success.
- A natural coach and mentor who leads by example.

Harvey Nash

International Search and Selection

London Birmingham Brussels Munich Paris Stuttgart Amsterdam Zurich

## Financial Systems Analyst c. £40,000 + Car + Benefits • London, City

Our client is a world leading chemicals group in its chosen market sectors - this follows a recent refocusing towards its core business interests.

The group is currently in the process of upgrading its core financial systems to ensure that they complement this reorganisation. A new management team has been set up to oversee the effective introduction of these changes, and more specifically the group is seeking to recruit a Financial Systems Analyst to carry out the following tasks:

- Ensure the successful implementation of Hyperion across 20 sites worldwide.
- Determine key system support requirements in the area of planning and forecasting.

To apply, email [search+selection@harveynash.com](mailto:search+selection@harveynash.com) or <http://rps.com/HaneyNash>, or write to Harvey Nash plc, 13 Bruton Street, London W1X 7AH. Tel 0171 333 0033. Please quote reference FM4188FT.

- Drive the continued development of Hyperion Enterprise to ensure maximum efficiency gains groupwide.

This is a high profile role in a fast moving environment, and we are therefore looking for an ACA/ACCA qualified individual with proven experience either in successfully installing Hyperion Release 4 across a multi-site environment, or as a Hyperion power user. Your bias will be finance rather than systems, and on a personal level you will need to be self-motivated, an excellent team player and possess the ability to work effectively with senior management across the group.

Harvey Nash

International Search and Selection

## TOP RECRUITERS & MANAGERS

### £ Highly Competitive Package

- Are you looking for a real challenge and fast track career potential?
- Are you ready to be a key player in the growth of an international business?
- Do you want to manage a team?

If the answer is "yes" to all of these questions and you naturally thrive in the increasingly demanding and competitive industry, please read on to discover how FSS Financial can offer you the opportunity to join some of the best consultants in the marketplace.

FSS Financial, a specialist financial recruitment, search and selection consultancy, has experienced tremendous entrepreneurial growth during recent years and is looking for outstanding individuals to add value and really drive the business forward. Already situated in London, Windsor, Milton Keynes,

Sydney, Johannesburg and Durban, we are looking to expand this business even further and require additional experienced and individuals to assist in this geographical expansion.

FSS Financial is part of FSS Group, which has been actively acquired for £14 billion turnover by US strategic resource management company quoted on the New York Stock Exchange. We can therefore genuinely offer individuals the successful combination of highly professional yet friendly working environment and the tools of a larger organisation. Excellent opportunities exist for individuals to obtain management positions or for those who are already qualified to take advantage of an immediate management opportunity. Recruitment consultants from all sectors will be considered.

For a confidential discussion, please contact Moira Lewis, Senior Manager, (quoting ref. FT1999) on 01753 621866, evenings on 0498 665222. Alternatively, please send your CV to her at FSS Financial, Paragon House, 102 High Street, Eton, Berkshire SL4 5AE. Fax 01753 621877, E-mail: [nrl@fss.co.uk](mailto:nrl@fss.co.uk)

**FSS FINANCIAL**  
RECRUITMENT COMPANY

£70,000 package

North West

## FINANCE DIRECTOR

### SPECIALIST DISTRIBUTION

Our client, a £200m turnover specialist distribution division of a FTSE 250 plc, has grown dramatically over the last five years, both organically and through acquisition, to become a major national player. Substantial investment over recent years enables the business to formulate exciting and demanding future plans with great confidence.

#### ROLE

Make a key contribution to strategic, commercial and operational decision making throughout the business as part of a strong management team committed to significant growth in a fast moving, dynamic market. Lead, motivate and develop the finance team to achieve the highest standards of reporting and control. Proactively involve finance in all areas of the business.

#### QUALIFICATIONS

Qualified accountant, able to demonstrate a progressive track record in a fast moving, multi-site service business, ideally in retailing or distribution. Well developed systems implementation ability. Strong leadership and people development skills. Skilled and mature to influence at Board level. First class communicator.

Please send a full Curriculum Vitae to Robinson Keane, Denzell House, Dunham Road, Bowdon, Cheshire WA14 4QE quoting Reference RK 2154A. Telephone 0161 929 9105.

**Robinson Keane**  
SEARCH & SELECTION

## Commercial Accountant

West London

Computer & Communications Services

£35K + Car + Bonus

A market leader and rapidly expanding niche player, our client, a subsidiary of a UK listed Plc, is the UK operation of a European wide equipment services group. With a more extensive and diverse stock than any competitor and quality services that are the envy of the sector, this company works in partnership with many of the world's leading equipment manufacturers.

#### The Role

Working closely with the senior management team this high profile and influential commercial role reports directly to the Finance Director. You will be specifically responsible for developing management reporting and assisting business managers in evaluating business proposals and decision appraisals. In addition you will undertake process improvement and other ad-hoc projects.

#### The Candidate

Suitable candidates will be high calibre graduate Chartered Accountants with a minimum of three years POF gained within either a blue-chip commercial environment or the profession. Technical competence and commercial acumen are taken as read. PC literacy (Excel) is essential and exposure to access databases would be distinctly advantageous. Effective communication at all levels is a pre-requisite and you will be an innovative and flexible team player with strong analytical skills with the ability to develop and implement new concepts.

To apply, please write with a full CV, details of current salary and quoting ref. 452/FT to Steven Voss, ACA, BHM Newark Roland, 2nd Floor, Tottenham Court Road, London W1P 0AN. Tel: 0171 636 2288 or e-mail: [wizard@newark-roland.co.uk](mailto:wizard@newark-roland.co.uk)

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## Finance Director

### £Excellent + Bonus + Benefits + Car

London

Riley is a full service advertising, marketing and communications group part of LOPEX PLC and turning over in excess of £60 million. Operating from nine different offices in the major centres across the UK it provides advertising and marketing solutions for over 1000 clients.

Reporting to the Group Chief Executive you will be responsible for setting the financial standards across all offices in the group.

This will entail close co-operation with both local Managing Directors and their individual Financial Controllers as well as the central PLC accounts function.

Working with the individual Financial Controllers, you will be supervising the financial

management of their local operations, reviewing their accounts control and reporting procedures. Attending local and Riley Board meetings, you will be expected to play an active part in our business development programme and strategic planning.

You will also be expected to make an operational contribution to the financial element of new business proposals. A particular emphasis will be placed on the management of company debt.

To provide the mixture of financial advice and control, commercial acumen and strategic thought required, you will need to be a professionally qualified accountant with excellent

communication skills. A strong personality and experience of management within a group structure and reporting disciplines would be a distinct advantage in managing this complex multi-site business.

To apply, please send your CV, quoting reference 558/FT, to Andrew Sinclair-Smith, Riley Consultancy, 4 Red Lion Court, Fleet Street, London EC4A 3EN. Tel: 0171 353 3223. Fax: 0171 583 2527. Closing date: 29/1/99.

**Riley**  
CONSULTANCY

## PRICEWATERHOUSECOOPERS

### EXECUTIVE SEARCH & SELECTION

## HEAD OF MANAGEMENT INFORMATION

C. £45,000 + BENEFITS

WEST MIDLANDS

A UK leader in a competitive service sector, this £150 multi-outlet business has seen exceptional growth in recent years. Part of a major US Corporation, it now intends to ensure that it has the standards of generation and utilisation of management information applicable to a business of this magnitude.

Your responsibility will be for a team of 25 people based at Head Office. Accountability will be for taking management accounting and budgeting to a whole new level of excellence in terms of accuracy, timeliness and user friendliness. The aim must be to provide and interpret the information that allows management at all levels to manage the business better.

A qualified accountant (probably CIMA), you will have experience of running a management accounts team in a

multi-outlet service sector business. All round technical management accounting and budgeting skills must be strong and backed by a high level of systems literacy including Microsoft and Oracle packages. The ability to achieve demanding deadlines plus strong report writing and team leadership abilities are essential requirements.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence, quoting reference D1529 on both envelope and letter to:

David Owens,  
PricewaterhouseCoopers,  
Executive Search & Selection,  
Temple Court,  
35 Bell Street,  
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## Situations not vacant.

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## IT Appointments

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TECHNICAL ARCHITECTS & SYSTEMS INTEGRATION SPECIALISTS

Our client is a leading player in the banking and finance sector. New initiatives have created a number of opportunities for Technical Architects and Integration Specialists.

The definition of a technical architecture and the delivery of integrated solutions to support business strategies are essential for growth and success into the next millennium.

Experience of one or more of the following is required:

- The use of structured methodologies
- Object orientated analysis
- Data and business mapping between systems
- Implementation of middleware solutions
- Straight Through Processing
- Project Management
- Critical business/IT systems

You must have:

- At least 2 years' experience of IT banking
- Good interpersonal skills to develop client relationships
- The ability to plan and manage your own work
- A pragmatic approach to problem solving
- An all-round positive attitude
- A delivery oriented approach

This organisation has a strong people culture and is fully committed to major investment in training and career development. These positions will be well rewarded and may involve international travel.

If you are able to meet these challenges, please send your CV to Alan Summers, quoting reference: FT01998 at S&H Consulting Limited, Lloyds Avenue House, 6 Lloyds Avenue, London EC3N 3AX. Tel: 0171 481 1171. Email: SHConsult@iol.com

Successful applicants for the Consulting and Financial Systems Appointments will be invited to interview.

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DOUBLE  
HELIX

DoubleHelix is a specialist consulting company offering senior business and technology consulting services to the international banking community in the City and in the main European financial centres.

We are seeking experienced consultants, project managers, and business analysts, with experience gained in asset management, investment banking and professional services sectors. Ideal applicants should display expertise in one or more of the following:

- debt and equity business and information systems experience
- securities financing including repo, stock borrowing/leasing and custodian activities
- asset management front and back office business skills, including private banking and institutional fund management
- investment banking business and system skills
- metals trading, front office, risk management and settlement experience
- business and systems knowledge of third party products, such as, Gross, Kondor+, and Summit.

In addition to the skill sets outlined, DoubleHelix requires professionals who are not only interested in working in a dynamic consulting environment, but who have the desire and ability to participate actively in the development and growth of DoubleHelix, in addition to their consulting responsibilities.

Please e-mail CVs, including your contact number, to David Downie or Geoff Dixon at e-mail address: DoubleHelix@sol.com

Alternatively please write to:  
DoubleHelix Software and Services Ltd.,  
1 Grovehead Court, Bow Lane, London EC4M 9EH.  
Tel: 0171 329 2517 (Fax: 0171 248 3687.)

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## Senior Business Analyst

Investment Management

Package to £90k

We are recruiting on behalf of a leading global investment manager based in the City to identify a skilled IT / investment management professional. This is an exciting and challenging position that will encompass a blend of detailed analysis, project management and application design skills. You should possess the following attributes:

- Investment management, bias towards private client, institutional and client reporting expertise.
- Formal analysis and project management methodologies experience.
- At least 4 years practical experience in a leading investment management organisation or professional services consultancy.
- Knowledge of leading edge investment/asset management systems, both front and back office.

You should be capable of demonstrating a considerable intellectual capacity coupled with enthusiasm, confidence and the ability to interface to all levels of the business user community. In return you will be offered the opportunity to become involved in the next generation of leading edge investment management projects and ultimately the opportunity to advance to a business management role.

In the first instance please contact our advising consultants: Parallel International, quoting ref. FT110569/psb.

Parallel International, 1 Grovehead Court, Bow Lane, London EC4M 9EH. England  
Tel: 0171 236 4288 Fax: 0171 236 4277  
E-mail: [pawesnewton@cidelite.com](mailto:pawesnewton@cidelite.com) Web Site: <http://www.cidelite.co.uk>

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## INVESTMENT BANKING

## QUANTITATIVE DEVELOPER

£40K-£65K + BONUS  
Premier Derivative's house seek a Financial Engineer for their quantitative research team. The role includes the development of pricing models for structured equity and hybrid Derivatives. Additionally, you will implement pricing schemes for various exotic options, including convertible bonds. The successful candidate will be highly numerate, have a good understanding of pricing issues and have solid programming skills. This is a fantastic career move for an exceptionally high calibre candidate.

## JUNIOR PRODUCT DEVELOPER -

## EXOTIC OPTIONS

## VISUAL BASIC/C++/MATHS

£30K-£35K + BONUS  
Recent graduate with up to two years relevant experience in either Investment Banking or Software Development is required by this leading Investment Bank to work in their Front Office with traders and structurers. You will develop and implement mathematical models for exotic option products and assist in structuring and pricing one-off option deals. You need a first class degree in mathematics, physics or engineering plus the drive and determination to excel in this challenging role. This unique opportunity will provide the successful candidate with an accelerated career path.

## RISK ANALYST/INTEREST RATE

£40K-£50K + BONUS  
Leading quantitative research team of top Investment Bank requires a Front Office Risk Analyst. This 'hybrid' role will incorporate analysis of key market data to identify market behavior and risk parameters, development of risk reports and the development of Front Office pricing tools. The successful candidate will be a strong communicator, highly numerate (with a strong degree from a top university) and will have experience of Excel VBA. This is a highly rewarding role with a swift career path for the right candidate.

## TRADING TOOLS DEVELOPER

£40K-£65K + BONUS  
Premier Investment Bank seek a Developer to join their Global Convertibles Trading Group to provide short term tactical IT solutions. Based on the Trading Floor you will provide pricing and analytics tools for the Interest Rate Derivatives Desk. The successful candidate will have a strong academic background coupled with a sound understanding of Equity/Interest Rate Derivative Products and have at least 1 years experience working within a similar environment. This prestigious organisation guarantees rapid career progression for the right candidate.

## C++/MATHS

£50K-£70K + SUBSTANTIAL BONUS  
Top Wall Street market maker seeks a high calibre Financial Engineer for their elite modeling group. Based on the trading floor you will assist in the development of very advanced quantitative exotic options models using C++. Interacting both with quantitative research and the traders, you will build innovative pricing tools which requires a high level of numerical ability. Preference will be given to candidates with fixed income knowledge. Extremely bright candidates with effective communications skills need only apply.

## SENIOR QUANTITATIVE DEVELOPER

£60K-£85K + BONUS  
Unique Financial Software House seeks a Quantitative Developer to build pricing engines and analytics tools utilising relational and object based technology. You will build a number of leading edge tools and products for the world's financial markets. Excellent opportunities for rapid career growth, leading to project management. You need to have at least 2 years quantitative experience plus a relevant PhD.



## The people the City turn to first.

Many of our clients also offer Contract opportunities requiring the above skills.  
ARC are preferred suppliers to the top financial institutions. This is a selection of current opportunities in the City. We have many more. Our consultants have an in-depth understanding of this market and how it can work best for you, so please call Paul Wilkins or Amanda Crossland on 0171 287 2525 to discuss your options. Alternatively please send, fax or e-mail your CV to us at: ARC Recruitment, 15-16 New Burlington St, London W1X 1FR. Tel: 0171 287 0688. E-mail: [arc@jobs.co.uk](mailto:arc@jobs.co.uk)

QUANTITATIVE ANALYSTS  
QUANTITATIVE DEVELOPERSGLOBAL INVESTMENT BANK  
FIXED INCOME AND EQUITY DERIVATIVES

## RISK MANAGEMENT

Our client is one of the world's foremost global investment banks with a strong reputation for leadership in financial product development and technological innovation. They are now seeking to recruit a small number of highly talented quantitative analysts and quantitative developers to join this front office group. The group is a stimulating mix of quantitative analysts and quantitative developers sitting side by side the trading and sales desks developing, enhancing and integrating trading and market risk models.

An excellent science/mathematics background is required and should include a 1st or 2.1 honours degree from a

## LONDON, FRANKFURT, TOKYO

top-tier university ideally with a high degree and preferably minimum of six months financial experience. For both roles, hands-on computing experience is required including for example Java C, C++, VisualC++, Visual Basic, Excel etc. Enthusiasm will be a distinct advantage.

Remuneration packages are excellent and include a substantial bonus and benefits package.

In the strictest confidence, please send a full CV to Craig Miller at Millar Associates, 6 Sicame Street, Knightsbridge, London SW1X 9LE. Please quote reference no. FT0601. Tel: 0171 823 2222. Fax: 0171 823 2208. Email: [millarassociates@sw1.teime.com](mailto:millarassociates@sw1.teime.com)



## MAARS Software

International is an Indian Multinational Services Organisation setting up its European Operation based in UK in the Thames Valley Area. Maars Software International is a de-facto leader in SAP implementation skills in India and currently employs more than 300 professionals around the world. MAARS also implements its own Integrated Manufacturing Package (MAARSMAN) for Small and Medium Enterprises around the world. Apart from ERP, MAARS has its own software development facility in India serving prestigious clients. MAARS is ISO9001 certified for its entire software and services business processes. MAARS has existing subsidiaries in USA, Singapore, Australia and the Middle East. Subsidiary operations will be set up in other European countries in the next year. We require the following professionals for the startup organisation.

## Senior Business Managers, Thames Valley Area, Package c£80K

You will be an important part of the success MAARS plans to achieve in this market. You should have a good degree, at least 10 years of sales / marketing experience in the IT industry, an aggressive appetite for business, thorough understanding of the UK and European ERP (particularly SAP and Oracle Financial) market including excellent relationship with the customers and large implementation service providers. A proven track record of success in the advantage.

## SAP Consultants, UK / Europe, Package c£40K-70K

You are an experienced SAP professional, with at least one full implementation experience in Europe. Various permanent and contract positions are available for all areas of specialisation. MAARS will give you opportunities to work in all corners of the globe.

Please send in your complete CV along with a Daytime Contact Number, Nationality, Current Employment, Current and Expected Salary and References to Box A6280, Financial Times, One Southwark Bridge, London SE1 9HL.

**CJA** RECRUITMENT CONSULTANTS GROUP  
2 London Wall Buildings, London Wall, London EC2M 5UX  
Tel: 0171-588 3588 or 0171-588 3576  
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Broad-ranging client and sales support and consultancy role

SENIOR PRODUCT CONSULTANTS-  
EUROPE/ MIDDLE EAST/AFRICA

## LONDON

£50,000-£70,000 + benefits  
MARKET LEADER IN ASSET/LIABILITY & PROFITABILITY SOLUTIONS  
FOR FINANCIAL INSTITUTIONS

Our client is a subsidiary of a publicly quoted US company and is a global market leader with an established client base of leading financial institutions throughout the EMEA region. The Senior Product Consultants maintain a close working relationship with clients, implement and configure the products on-site, train clients in their operation and application through seminars and workshops and provide day-to-day support and guidance which is second to none. The successful applicants will be graduates and will have a thorough understanding of the concepts involved in Asset/Liability, Interest Rate Risk and Profitability Management and their practical application within a retail or skills is essential, with fluent English and the ability to converse in a second European language would be advantageous. Conceptual knowledge and "end-user" expertise is more important than IT experience. Overseas travel will be frequent but of short duration and there is significant independence and flexibility in planning the work schedule. There is a team approach and the remuneration of £50,000-£70,000 is by way of high basic salary plus to the Managing Director, CJA, or telephone +44 (0) 171 638 0680 for an initial discussion.

15/1/99